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Faculty of Commerce and Administration

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DEAN'S MESSAGE

This issue of the **COMMERCE QUARTERLY** is a most interesting collection of items and activities initiated by this Faculty and its members. You will find the continuing progress of our professionals who are publishing and researching in their respective fields. You will also find the latest update on academic programming and administrative matters and what will also be under consideration for the forthcoming year.

As you know, we have fulfilled the mission and strategy exercises this past Spring 1987 and this has now become an integral part of the University's Devis Pedagogique which is being presented to the Quebec government for further resource considerations. I am also proud to report that the M.Sc. in Administration has been approved by the appropriate Senate committees and the Senate body itself. We are now awaiting approval from the Quebec government as the final step in this process.

We are also examining the role of our varied centers and their relationship within the fabric of this Faculty and University. This activity will be integrated within the academic planning and priorities of the Senate committees and will have an impact on funding as well as external liaison with the business community. Just a note – the Concordia Centre for Management Studies recently completed an organization restructuring and now reports to the Office of the Dean of this Faculty. I am looking forward to unique activities emanating from the CCMS.

Finally, the reports which were presented to the Faculty during the annual "State of the Faculty" address in April 1987 have been transcribed and are being presented to you within this document. I am certain you will find them most enlightening and I would like to thank all of the Associate Deans who developed these reports from consultation with the Program and Centre Directors and Department Chairs.

May I wish all of you the best for this academic year.

Steven H. Appelbaum
Dean
Faculty of Commerce and Administration

THE 1987 ANNUAL "STATE OF THE FACULTY" ADDRESS
APRIL 13, 1987

BRYAN BARBIERI, Associate Dean, Academic and Student Affairs (Loyola Campus)

In terms of curriculum, this was the first year of the revised curriculum in the undergraduate program. There were some kinks in the transition but they weren't major ones and everything should be even smoother next year. The prime issue before the Curriculum Committee during the course of the year was perfecting plans for the introduction of the Business Communications course which is now scheduled for September 1988. Additionally, there were many other items, one of the primary ones being the development of the minor in Transportation for which the schedule date is yet unknown, but it certainly is being considered.

In terms of student affairs, I want everyone to realize the size of our undergraduate program. During 1986/87 we registered approximately 1000 new full–time students. We are a large program – I think this is a threat to the personalization concept for which we have become known in the CEGEP system particularly, and I believe as well within the Faculty. I certainly urge all faculty members and staff to continue every effort to maintain this kind of personalized approach – one which becomes more and more difficult as we become bigger. I think we are known for this personalized approach and it is a key strategic differential advantage that we enjoy within this University versus other universities and which I hope we remain aware of and try to continue. In terms of personalization, the offices of the Undergraduate Student Affairs, Rollie's and mine, have tried to do a few things during the course of the year to continue this personal approach. One of the things we have tried to do was to promote to new students coming from CEGEPs the possibility of personal appointments, orientation appointments with either of the academic advisors, Carol Walker or John Oss, and also mini–orientation sessions where we invite a maximum of 30 students at a time. A series of these are held in April and May. I think they were very successful last year and we aim to hold them again this year. These are some of the ways by which we try to maintain our personalization reputation. I would like to thank the faculty and staff who appreciate this strategy, and who contribute to executing it and I would particularly like to single out Carol Walker and John Oss who do a terrific job in helping to continue the personalized service approach.

The Summer of 1986/87 was also the first year of the Faculty's compulsory advising sessions for those students who did not achieve the grade point average requirement which was introduced in the Fall of 1985. A lot of work went into that in terms of staff, faculty and chairmen and again, on behalf of Rollie, Dr. Rahman and myself, I would like to thank everyone for contributing to that. We would like to mention that Summer is coming again and we will require your help in that regard.

Rollie has asked that I mention a concept that is now being tested by the Registration Department – the concept of telephone registration. The idea behind it is not really to depersonalize, which we really do not want to happen since we still need advisors, faculty and staff giving the personalized approach, but it is merely to facilitate the students' registration so they don't have to stand in line for hours once they get by the advisors. This could be an important project for us over the coming years.

I wish at this time to welcome Dr. Abdul Rahman to the Dean's area, to the office of Undergraduate Student Affairs. I wish him much success in the challenges confronting him over the next few years. I would also like to thank all the faculty and staff for the support and help you have given me over the past three years, and I am sure Dr. Rahman can look forward to the same kind of help and support. It is truly appreciated and it is important to help us do our job well. Thank you.

Finally, I have a telegram from Rollie and if I may, I will read it. He is in New Orleans representing the Dean at the American Association of Collegiate Schools of Business conference. It says, "Having a dull time here in New Orleans. This representing the Dean stuff is a dirty job but someone has to do it. A good and safe holiday weekend to all. P.S. to the Chairmen. I don't want any of you to give me or Rahman any trouble next year." Signed, Rollie. Thank you very much.

CHRISTOPHER A. ROSS, Associate Dean, Graduate Studies and Research

This has been a most exciting time regarding research and graduate studies in this faculty. There is much evidence to show that we have turned the corner regarding research and graduate studies. We are the only University in Canada where an article has appeared in every issue of Canadian Journal for Administrative Studies. That is a true sign that we have turned the corner with regard to research and graduate studies.

Our faculty publish in major journals, we have reviewers from major journals, we publish books, we are involved in grants, we have reviewers for grants, we have won prizes in our eastern conference, and there are many things that demonstrate that we have arrived as an institution. In 1983, external money for this faculty amounted to $40,000. This year, we have attracted a quarter of a million dollars in external grants. This is real progress! The Shell Research Grant we received on behalf of the Faculty for $40,000 will be for the next five years. We now have, because of the Shell Grant, one scholarship for the Ph.D. Program, two scholarships for the MBA Program and $25,000 for this Faculty, that will be available every year for the next five years. It is important to thank the Committee who selects the recipients of the Shell Research Grant. The membership consists of: Professor MacGibbon–Taylor, Decision Sciences & MIS Department, Professor Laroche, Marketing Department, Professor Gheyara, Accountancy Department, Professor Brodt, Finance Department, and Professor Jamal, Management Department. The people who will receive the $8,000 grants are: Professor Carney, Management Department, Professors Tomberlin and Anvari, Decision Sciences & MIS Department, and Professor de Brentani, Marketing Department.

We sometimes encounter problems in measuring research activity by looking at the amount of money we attract. I think that is a real danger for many universities. The way to judge it is by what we produce rather than what we use and the kind of resources we bring in. We need to be realistic about the measure of success in the amount of money we bring in because it does provide many resources, such as hardware, equipment, and labour necessary to produce quality research. This year we have attracted $112,000 which is a 48% increase from NSERC relative to last year. It is specifically significant because that $112,000 was totally brought in by the Decision Sciences & MIS Department which is a tremendous accomplishment. From FCAR we have up to this point brought in $65,000, by three professors only, which indicates the size of some of the grants that we are getting with the rest being from SSHRC. From SSHRC, the Faculty has received approximately $80,000 and we have also received, apart from the three national granting agencies, $18,000. A quick calculation would indicate that we have now received approximately $276,000 in external grants which is beyond the quarter of a million that was reported. External grants do not only go to the people who receive it. Other benefits come to the Faculty because the amount of money that we have in the faculty for seed grants is based on the amount of external money we raise. In other words, each time NSERC, FCAR and SSHRC give us external

money, they also give the faculty some general money which we can use at our own discretion. The progress that we have made in the past four years is reflected in increasing the seed grants. In 1984/85 our external money was $40,000 and that was all that was available. In 85/86 our seed grants increased to $700 from $500 in 84/85. Last year we had 10 seed grants of $1,000 each. It appears that next year the seed grants could be at a level of about $2,000.

In addition, the Research Faculty Office also publishes our working paper series. This year, we have published 34 working papers which are sent to people all over the world. At the end of each academic year we send a list of working papers published to universities in the States, Europe and as far away as Australia. I would like to publicly thank Dr. Alan Hochstein, Director of the Working Paper Series, for the work that he has done on our behalf. The Visiting Speakers Series is in the fourth year of operation and we have brought in speakers consistently from a number of different places under the direction of Professor Abol Jalilvand.

One of the things we are doing in the future is setting up a committee to to look at how we integrate research centers within the faculty. It is an important issue in the faculty because we have a number of different centres, some more research–oriented than others, but still centres where people are doing some research and where researchers are affiliated such as the Transportation Management Centre, CCMS, Small Business and Entrepreneurial Studies Centre, the Treasury Management Centre, and the Health Care Management Centre recently approved by Faculty Council. More issues have been raised such as how do we bring this entire system into the mainstream? how to regularize it? how do we balance it as a single cost to the Faculty? To do that, I was asked at last Faculty Council meeting to form a committee that could examine this whole issue seriously because as time goes on we will have more and more centres coming to the fore. What I would like to announce this afternoon is that a major committee will be looking at that particular issue, and will be working very hard during the Summer and report to the Faculty Council in the Fall. Membership includes: Professors Ibrahim, Anvari, McGown, Rosenblatt, Sbrocchi, Tomberlin, Kirpalani, Kryzanowski and myself, as Chair.

I would next like to discuss Graduate Studies. Research and graduate studies are closely linked in this Faculty. This point is highlighted by our M.Sc. in Administration programme which has been approved by our Board of Graduate Studies and is now before the Senate for approval. The M.Sc. is going to generate more research activities and give faculty members more opportunities for research. Graduate Studies is something that helps the faculty look at work in a more serious fashion beyond the graduate program. For that reason if we start discussing research we must pay attention to Graduate Studies. In looking at graduate studies there are certain programs that move along very routinely while other programs force us to pay close attention. One of the programs we are carefully monitoring right now is

the Diploma in Accountancy Program. In the past two years our results at the Uniform Final exam have not been results that we can be proud of. There is a report which has been presented to the Graduate Studies Committee and we will examine that report thoroughly trying to identify some of the problems and some of the possible solutions so we can have a program that we are proud of. The CA Summer School under the guidance of Professor R.A. Long will be in its third year this Summer. All reports point to a successful Summer school staffed by professionals who are well known in Canada. The DIA/DSA Programme is a fairly large program in our Faculty, with a total of about 340 students, (about half the size of our MBA Program) specializing in a number of different areas; sports administration, arts administration, education, health and public administration. This program has always been an anomaly within the Faculty and we are looking at what we can do to improve it. Professor Tutsch, Academic Director of the Program, and Dr. Baba have taken it upon themselves to make an effort to encourage full-time faculty members to get more involved in the program in the future. The program has great potential. The EMBA Program, the youngest program in our Faculty, is extremely important within the business community – not that it is any different from our regular MBA program but because the impact on the business community is more direct and closer than that of our regular MBA program. Our first class of EMBA students (total 33) will be graduating in June, 1987. A class president has been elected, and one of the things we expect is that the new Alumni will be an important source of support for this Faculty in the years to come. Students are already talking about providing case material from within their companies for the program. Some respondents have informed us that "We will come to the class where you teach the case so we can give the needed insight to help students and faculty of the EMBA program. Our second class of EMBA students (35) have completed the first year. In September we will be accepting our third class of students. When we look at the geographic areas from where students are attracted, they are coming largely from Montreal, Ottawa, Toronto and Vermont. After two years of experience with the program, we have been looking at curriculum to a certain extent, we are also looking at changing the recruitment system and doing a thorough analysis. In some ways, we practice what we teach and preach so that we can design a marketing strategy to increase and continue high enrollment in this high quality program.

Our MBA Program is not designed for students who have a degree in Commerce. This is a belief and a philosophy that I personally hold. When you look at the statistics, it seems as though we are really accomplishing the goal of providing business education to people who do not have an undergraduate business degree. When we examine the statistics of last year, 36% of all MBA students had an arts undergraduate degree, 16% from the sciences, 13% from engineering, 13% from other disciplines and 2% from a commerce background. Hopefully, in the future, we will reduce the commerce undergraduate student enrollment and train the MBA Program totally to service the non–commerce undergraduate students. The regular MBA Program, because it has been in existence for over 20 years, has many activities which are

on—going, such as a placement service that is really doing a fine job. We are currently working on an alumni association and the case competition emanates from our MBA Program as well. This year, for the first time, we had a business research project competition with the first prize being won by one of our MBA students. This will be institutionalized within the Faculty s well as the MBA orientation sessions and business information sessions for our students. This is a very active program and we are currently involved in responding to some of the criticisms made by our external appraiser while we are attempting to restructure parts of our MBA Program. One of the major criticisms has been that our program tends to be a set of courses rather than an integrated program. One of the things we are trying to do now is design a package so that what we give is a total MBA Program rather that isolated courses which end up like a potpourri. Our Graduate Studies Committee will be looking at the MBA with the mandate to report to the Board of Graduate Studies how we have responded to external appraiser's criticism of that particular program.

With regard to the Ph.D. Program, we accepted four students last year. Of those four students, three have obtained scholarships, two of which are national scholarships (SSHRC) which are difficult to achieve. This year, our quota for the Ph.D. Program has been increased to ten students for each of the four universities. We have now accepted nine, and we may very well end up with ten students. The Ph.D. Program has matured and functions very smoothly. We have graduated nine Ph.D. students to date. Our expectation is that we will have one more this year and one next year. Our Ph.D. program and research, in general, at this Faculty are performing at the highest levels. Thank you.

IRENE DEVINE, Associate Dean, Administrative Affairs

I will be discussing five aspects related to the Faculty's functioning over the past year. These are: the 1986–87 and 1987–88 budgets, space and facilities on the Loyola and Sir George campuses, Faculty Information Systems, and CASS and support staff in the Faculty.

Budget

The Faculty budget for 1986–87 was $9,922,473 (approximately 10 million dollars) of which $9,540,564 was allocated for academic and non–academic salaries. That left approximately $382,000, which is about 4% (3.8% actually) for non–salary items for the entire Faculty. The category of non–salary items includes items such as recruitment expenses, printing and supplies expenses, travel expenses, equipment and service expenses for equipment like typewriters and computers, telephone charges for long distance calls and monthly service, etc., etc. We soon realize how much is being done with relatively very little. However, our projected deficit for the year is approximately $80,000. This year, for the first time, the University has had to contend with the Academic Materials Fee policy which meant that we could not charge students for any printed material used in relation to academic courses. We have been working with the Vice–Rector's Office and have registered a claim for reimbursement of approximately $50,000 which, if and when we get it, will offset part of this year's deficit.

As we look ahead to next year, the proposed total budget for the Faculty for 1987–88 is $10,046,241 which is an approximate 5% increase over this year.

Faculty Information Systems

Under the able guidance and leadership of Peter Wade and Franc Vodopivec, FIS has had a busy and productive year. In terms of equipment, we have purchased hardware for support staff in two academic departments as well as for the MBA, DIA, Diploma in Accountancy Program, and undergraduate program areas. Two internal hard discs and one modem were purchases and installed in the GM 5th floor microlab. The Hewlett–Packard Laser Jet printer in CASS was upgraded to a Laser Jet Plus printer.

We have now developed the expertise to create transparencies using the laser printer. A program to assist in counting ballots for elections held within the Faculty was developed and there has been continued development on the MBA student information system program.

We have purchased the Ventura Publisher desktop publishing program and worked with some faculty on book–publishing projects. More work in this area is planned for the next year.

Of course, during the past year support and assistance to faculty and staff in their microcomputer purchases and usage has continued. Plans are underway to offer workshops for more efficient utilization of the Wordperfect Program to support staff and interested faculty during early Summer.

Space and Facilities

The past year has been a busy year and we've been negotiating and working with the University Planning Department and the owners of the GM building for additional space on the 4th floor of the GM building for CCMS, EMBA and other ancillary program centres and to find solutions to existing problems with our present space. A group of interested staff and faculty has recently met with the owner of the GM building to try to alleviate our heating/cooling, ventilation and cleaning problems, and we are hoping they will be rectified to everyone's satisfaction very shortly.

When renovations to the 4th floor begin, hopefully this Summer, we will begin the process of getting ready for major moves in the GM building, i.e., Accountancy Department will be moving to the 6th floor, DS/MIS will be taking over the EMBA space on the 2nd floor, Marketing will take over space on the 3rd floor. Besides these moves, the 5th floor will get a part–time instructors' area for Finance and Management as well as a faculty lounge.

During the past year, the faculty lounge on the 3rd floor was converted into a conference/classroom for approximately 30 people.

Physical facilities in the Cloran–Hackett buildings are undergoing an upgrading. Cloran hallways have been painted. A separate furnace has been installed to try to maintain an even temperature in the buildings. There are plans to change door locks during the Summer, and some glass–enclosed display cases for posting grades and announcements have been installed. We are now working with the University planning group to get the other requests for upgrading of the buildings on the Loyola Campus honoured in the near future.

Support Staff and CASS

At present we have a total of 42 support staff members in the Faculty. There have been resignations, moves, changes and new faces in different parts of the Faculty. CASS, under the able coordination of Laurie St. John, has substantially reduced turnaround time as compared to this time last year. Faculty members can now make arrangements to use the CASS laser jet printer during the operator's lunch time by contacting Laurie St. John to schedule the time. A brochure is being put together to coincide with the beginning of next Fall's academic term. The brochure will outline the full services of CASS and additional information of benefit to CASS users in general and PC/laser jet users in particular.

Words are hollow, yet on behalf of the Dean's Office, we want to take this opportunity to thank each and every support staff member in the Faculty for a year of hard work and for their dedication to helping make our work run smoothly and efficiently.

RON McTAVISH, Associate Dean, External Affairs

I wanted to start by giving you a general view of external affairs. Many of you in the audience will remember seven or eight years ago when the Concordia Centre for Management Studies was first conceived almost as a central monolithic body from which all good things externally would flow, and the rest of us would sit back and wait for it to happen. In a sense, the history of external affairs in this Faculty since the early years has been a proof that that model did not work and could not work. What is now happening is that instead of the initiatives coming solely from the Centre, as had been originally conceived, we now find that in the Faculty external initiatives are flowing on a bottom–up or decentralized basis. Many examples of this trend can be cited: the EMBA, with its advisory board, is an obvious example, as is the MBA with its placement service, its case study competition, its emerging alumni connections, and various other activities: the Diploma in Accountancy and even prizes for distinguished Montreal business people. Thus what we have is a kaleidoscopic pattern as far as external relations go. Let me stress, once again, that CCMS is no longer that monolithic body but is just one part, if an important part, of all the other elements which constitute our external thrust.

I have to speak about all the centres, and I do not intend to do this in an encyclopedic way. Let me initially mention something about CCMS since it is rather close to my heart as some of you will know. CCMS is becoming more tightly organized and more streamlined than in the past, with fewer people in it, and it is becoming more specialized. Also, it will concentrate more on specialized seminars, and this is the movement which has been occurring in the last couple of years when I have been associated with it. We have gradually departed from the more grandiose ideas that we had about it initially. During the last two years the large deficits disappeared and under Dr. Jerry Rosenblatt, who is now taking over, with all the skills he will bring to the Centre, you are going to find that trend continuing. I take pride in the fact that in the two years of my connection with CCMS, we ran about 100 seminars, and between two and a half and three thousand business people saw fit to come through our doors to attend events which this Faculty ran. We should therefore feel very positively about our contribution to the external business community. Companies support us well, and regard us as among the top flight of seminar organizers. But, in addition to this, about one and a half to two million quality brochures were distributed among the Canadian business community in a two year period, substantial public relations impact from which benefits flow directly to others. So CCMS has had a large PR effect. And you should also look at the CCMS contacts register: it is extremely large now, and I continue to advise anybody who is looking for contacts, in a wide range of industries that CCMS can help you with that, as has always been their mission. So in the future, this specialized Centre will grow from strength to strength. Faculty should approach the Centre if they want help in running any specialized seminars, and remember that CCMS is also planning to help the other centres in this respect.

I have said something of what CCMS is capable of doing. Now I have the job of talking about the other centres. I would prefer not to develop this at great length, but Dr. Appelbaum suggested I should concentrate on some highlights: what is attractive about a centre? What does the Faculty actually get out of it? How do we justify its existence? Looking at our mission statement, which was given out, you will see that I was involved with that with some colleagues. It is built around certain themes: research, teaching and external relations, and our total mission is a reflection of these ideas. Now, if you consider what the centres are doing, you find them doing exactly the same things except that they are more focused than is the total Faculty. Thus, one of the concepts that I put to you is this, that the general centres are implementors of this Faculty's mission. They help us to implement it in a highly focused way but it is more than that. The marketers and strategic planners in the audience know all about focussing on and targeting markets, and marshalling resources to address selected markets. This is what the centres are doing, and you know what they are especially good at doing: they are especially good at raising money. I discovered this was somewhat difficult in CCMS because this Centre has been historically somewhat amorphous. But if you specialize in transportation or treasury management or something of the sort, you can go to a specific industry and specifically target a monetary request. This has in fact been happening. What one finds flowing from this focus to mention a few, are: the appearance of new courses in our curricula; research opportunities not previously available; and new liaisons with industry not enjoyed before, which will lead to consultancy and various other opportunities.

In all of this, remember that industry responds well to specialized centres because it is tantamount to the Faculty stating that they care about an industry, are organizing to serve that industry, and therefore, the transportation industry, and the others with which we are concerned, tend to respond more favorably to us, which is reflected in our success in obtaining financial support.

You will notice that when you read the materials distributed by the centres, all of the directors are urging you to participate in what they are doing, so this is one message I would put to you: do not regard the centres as something that is happening out in the perimeter of the Faculty; see them rather as being right in the centre of the Faculty, and important to the Faculty's mission. Also, the directors are anxious to meet you, so go and talk to them. There may be research funds available and you may be able to orientate your research to specific problems in an industry.

Let me now say something quickly about four centres that share common ideals: The Small Business and Entrepreneurial Studies Centre, allied with the Small Business Consulting Bureau, Bakr Ibrahim running this; Treasury Management with Mohsen Anvari; Transportation Management with Lee McGown and Pharmaceutical and Health Care Management, again with Lee McGown. I have said I will not speak in an encyclopedic way about the centres. Instead,

I have tried to tease out some common features in them. If you will consider teaching and information dissemination, you find immediately that all of these centres are doing something really very vital here. In some way, CTMC with seven MBA courses and specialization in transportation, is leading the way. Small Business has three MBA courses, and Treasury Management has one on the books in the MBA program and something similar in the undergraduate program. (Mention was made elsewhere about the new minor coming in Transportation Management.) There are other examples which could be cited, for example, Treasury Management with two symposiums, conferences and advanced seminars. But perhaps enough has been said to show that the centres are doing a great deal to disseminate information, to gather research data and to report it. This is what our mission is and the centres are helping us to carry it out. As far as research and funding are concerned, all of these centres are seeking financial support. Now if, in the Faculty, we ask what actions are being taken to attract funds, then one of the answers is that the centres certainly are. Also, they are attempting to secure funds, not only from the private sector, but also from the public domain, and they are trying to encourage the faculty to apply for research grants in their particular fields. For example, some faculty members are now working in the transportation area through CTMC. Also, I notice an NSERC grant of $8,000 for someone in Treasury Management which Mohsen Anvari mentions in one of his papers. Such initiatives are leading to a flow of research papers, of MBA papers, and CTMC has its own research paper series complementing our general Working Paper Series. I cannot resist the most recent example that crossed my desk: two of my colleagues, Jerry Rosenblatt and Michel Bergier of the Marketing Department were recently successful in the SSHRC round of grant applications for a project of psychographic segmentation studies of physicians prescription behavior which ties in with the Pharmaceutical and Health Care Management field. Therefore, this is an example of faculty moving in a particular field, getting outside research money and tying into a centre.

The third area is external liaison: Here I would like to concentrate on stating examples: The CTMC with its advisory board, its contract research and the consulting that it does; the Small Business Centre with its guest speaker interchanges; Mohsen Anvari's extensive discussions with industry in order to develop the curricula for his various programs; the Small Business Consulting Bureau. Let's not forget this unit either with the respect which it has rightfully earned in the business community, and all the work that it has done. Here, then, is a glimpse of the centres and about which I am very enthusiastic. Generally, I think we need strategies for them, and I would be opposed to holding up any new initiatives while strategies are worked out.

Kamal Argheyd will be wondering when I will discuss his program. His model does not fit the other model because he is concerned with cooperative and exchange programs, and exciting things are happening there if I can

just say this briefly. We have connections with CIDA involving a two—way exchange with students coming here and vice versa. Perhaps the Montreal China Management Education program is the one that may interest all of you most. The first phase of this is coming to an end right now, with faculty going to Beijing and Tianjin, and six Chinese students completing an MBA here. Kamal is more excited about phase two because he sees more Ph.D. exchange and more research exchange: Why not faculty carrying their transportation management research project out to China? What a nice synergy that would be! We also have Professor Okuda, from Senshu University in Tokyo, with us. He is working and carrying out research work at the moment in the Marketing Department. The Chinese University of Hong Kong is also bound up with us, and this speaker is going there some time in September.

Let me conclude: Do we need a strategy for these centres or should they, like Topsy, be allowed to grow as they will? Let me answer – yes and no. Yes, we need a strategy, yes, we welcome the committee, but it would be a pity if any innovative ideas were held back. We need more initiatives in this area, in my view, more centres, but only so long as they meet certain criteria that the Faculty approved. By all means, yes, strategize, but coincidentally with "keeping things going".

I have talked about the bottom—up basis for external relationships. Remember, however, that certain things have to be done centrally. One of the central things is the coordination of centres. Hoewver, there is still one major gap in external affairs: The need to build a BAC, a business advisory council, for the Faculty, which CCMS has had for some time, but for which it may have less and less need as it becomes more specialized. So maybe in the future central initiatives will lead to the formation of such a body. I think that generally the external affairs are in good shape and I am excited about our future prospects in this area. Thank you very much.

STEVEN H. APPELBAUM, Dean

If the first requirement of university behaviour in the 21st century is "stay close to each other", the second must be "stay close to the customer". The university exists to serve society, and the community is our customer. In the next century the rapid rate of change will require us to be very close to our community, if we are to serve it well. Not only must the doors of our Faculty be genuinely open, but also the boundaries between the Faculty and society must become diffuse. We must reach out through the use of a variety of educational processes and using a variety of technologies – to extend the range of educational opportunities well beyond the boundaries of the Faculty.

Universities find themselves in an environment where many pressures frustrate initiative. Economic pressures leave little hope that in the near future governments will have new resources to invest in the universities unless other programs are sacrificed. On the contrary, governments are looking for ways to limit public expenditures to reduce their deficits, all the while responding to the increasing demand for security and assistance in an aging society.

The university is an investment in a future that has yet to be shaped. But, to shape the future, we must first of all face uncertainty – if society must believe in the future to have confidence in the universities, the university must believe in intellectual values to give society confidence in the future. In terms of development, uncertainty is not a purely negative term; it is an opening, a prerequisite, a starting point. Uncertainty is the initial state of all who explore new horizons, all who innovate. While uncertainty can be paralyzing in some fields of activity, it is necessary in the realm the university should explore.

If uncertainty breeds fear of action, then the university will always face obstacles. But one of the university's tasks is to show society a constructive way to handle uncertainty. We must assume the leadership in this situation and our Faculty of Commerce and Administration must assume its leadership role within Concordia University, Quebec and Canada in the transmission of this complex task to the total system.

Universities must recognize that the effective attainment of their scholarly mission calls for a complex and interactive process with their constituencies that goes beyond carrying out basic research. There is no question that such research continues to be important, yet by itself it has limited societal value and impact. Such scholarly work needs to be part of a variety of interrelated activities that link the research efforts to their eventual applications and that produce a two–way flow of continuous feedback and adaptation. These integral activities need to become an integral part of the mission of universities if they are to continue to be the principal source of knowledge for society.

To meet the challenge of excellence this faculty must focus on its fundamental role, to deepen it and to orient its activities in terms of this central mission. Our undergraduate education program must be more than simply the transmission of technical knowledge – it must also instill the taste for rigour and inquiry and create interdisciplinary links. Business Research is not an activity independent from undergraduate teaching; rather, it should enhance the quality of this teaching. The linkages need to be legitimized. We have encouraged the support for graduate programs and research for the past three years with great success. We now must concentrate on our roots– our foundation.

To maximize the scope and effectiveness of activity along the external frontiers, it is important that faculty and other professional staff throughout the institution be accessible to and communicate with external clients and become involved in a variety of professional activities with a minimum of procedural constraints.

The need for new forms of scholarship includes a vast amount of technology transfer and knowledge diffusion that is likely to be on a smaller scale, more transient, less glamorous, less visible, and with less prestigious corporate or public partners.

It cannot be overemphasized that information about resources must be conveyed in language that is understandable to potential clients. Descriptions of a faculty's areas of expertise, as well as of the kinds of data bases, instrumentation, and services available, must be communicated in terms of the academic specialization of a particular faculty member or the technical language of the instrument that eventually will be used.

Each faculty must make a fundamental policy decision as to whether the deliver of professional academic services should be client driven or resource driven. Essentially, the question is whether the services are to be limited to those areas in which all or at least most of the necessary expertise is drawn from within the faculty or whether activities will be undertaken in response to the client's articulated need even if this requires substantial reliance on external professional resources. My own view is that the provision of professional services by a university should be strongly resource driven.

Embarking on a variety of applied, extended professional activities may have negative repercussions. External expectations can rise quickly and may soon exceed what the faculty can in fact deliver. Resources are not unlimited and at some point demand will exceed supply; thus;, the faculty will not be able to accommodate every request for assistance. In addition, our academic environment and boundary factors also impact upon what and how we deliver our expertise.

Some Current Issues of Concern

Inflation is robbing the university and faculty in a pervasive and devastating way. Faculty salaries are declining in real–dollar buying power, and more money has to go to pay the electric and telephone bills, and interest on deficit instead of going into teaching and research. High inflation rates affect all areas of operation, but they affect some areas more severely than others, and the teaching and research support seem to be the most likely areas to come up short when the bottom line is totalled. But the problems facing our faculty now and in the 1990's require more than simply increasing efficiency. If quality and flexibility are to be maintained or increased in the face of declining resources, then institutions must begin to think about how to manage and rationalize the scope of our offerings. This is why a blueprint needs to be developed for our centres, undergraduate and graduate programmes, research activities and areas in need of clear differentiation and optimum integration.

Universities in the future are likely to be smaller and leaner. The challenge to faculty and administrators will be one of maintaining or increasing quality and flexibility as the overall scope of some programs is reduced.

If universities did not exist, they would have to be created. The problem, however, is how to allow differentiation among the universities...

Universities and faculties will have to balance many requirements, and become more differentiated. Each must try to define this role in mass education; its role in fundamental, long–term research; its role as a centre of intellectual innovation; its role, and linkage, with the applied sectors in government and industry; and its role as a thoughtful, constructive critic of society, and the changes that affect society. This issue was recently dealt with at Concordia and can be examined via the Devis Pedagogique as summarized by the Vice Rector, Finance and Institutional Relations. I will present you with Dr. Cohen's summary of Devis Pedagogique concerning our goals of the Faculty.

The Faculty of Commerce and Administration sets for itself the following principal goals:

– to offer high–quality programmes designed to meet both the immediate and longer–term needs of business and non–profit organizations;

– to make these programmes available to both full–time and part–time clientele;

– to remain a significant provider of MBA graduates for the Quebec and Canadian markets, to expand the Executive MBA, and, at the same time, to establish a master's programme (M.Sc.) which will provide post–graduate specialization in the various disciplines of the Faculty, as well as offering a better base for subsequent doctoral studies;

– to continue and enhance participation in the joint doctoral programme, thus ensuring a proper degree of collaboration with sister–institutions;

– to offer programmes of short duration for people with limited needs;

– to be a leading Canadian business faculty in research accomplishment, with increased external support, and with encouragement for specialized research centres;

– to obtain critical information from the business community concerning its needs for educational opportunity and exchanges, and to secure the cooperation of key members of the business community through formal mechanisms;

– to provide service to business and to the community at large, through specialized centres, consultations, "in–house" training programmes, special workshops;

– to participate in international outreach and exchange programs.

This further summary via Dr. Cohen's committee's report seems to state that we are and have been everything to everyone. This perception raises some questions we, as a Faculty, need to address:

1. Have we taken on too much too fast?

2. Has the proliferation of centres and programmes been too great too quickly?

3. What will happen to those faculty who do not want to initiate a centre?

4. If our faculty are not part of the newer movement, will they be out of the game? Out of the inner administrative circle of entrepreneurs?

5. Can we afford not to be sensitive to external opportunities in light of shrinking government budgets?

6. Is there a mechanism to integrate all activities into a rational fabric intended to satisfy most of us?

7. How do we begin to deal with the decision–making process of resource rationalization?

Dealing with resource rationalization as a process can help clarify other concerns. Two basic alternatives exist for reducing the scope of institutions of higher education: resource decisions can be made across the board, or they can be made programmatically.

Those who favor across–the–board rationalizations argue that such activities are more equitable solutions to resource difficulties. The problems they create in the long run, however, are immense. First, such a solution assumes that the institution began with an equitable distribution of funds to programs, so that all cuts should affect programs equally. Even if such a perfect distribution did exist, the demand for teaching, research, and service is constantly changing, and across–the–board slicing does not give the institution the flexibility to meet these changing needs.

This kind of decision making will discourage the best and the brightest faculty from pursuing their work at a declining institution, and those who remain will begin to settle for mediocrity out of frustration. At the program level, rationalizing across the board results in a decline in initiative because program leaders know that there is no hope of starting anything new, and even if there were, the new programs are more likely to get downsized than the established ones in the next round of rationalizing.

In times of resource evaluations, institutional mission becomes increasingly important because it can provide the basis upon which decisions are made about what is important and what is redundant. "Should the institution attempt to become 'all things to all people'? is an important question, or should it concentrate on doing well things that is does best and avoid getting into areas not central to its mission?" An institution that does not know what is central to its mission will eventually find itself stretched in too many directions, which can result in resource and financial problems. This is crucial at this particular time for our emergence during the next 5 years. We have managed this growth up until now but need to take a hard look at the strategic future.

Defining mission can be a difficult task and can result in generalized statements that are open to various interpretations. A clear mission with specified objectives enables a faculty to develop priorities for decision–making purposes. We have just completed this. When a program no longer contributes to the mission of the Faculty it becomes vulnerable. Faculty is more likely to control its own destiny and decide what it will keep and what it will cast away if it has a clear mission statement with specified objectives. We need to carefully examine and debate our new mission during the next several years in light of the University Devis Pedagogique <u>and</u> Government white papers dealing with resource allocations and those decisions which will affect us as a Faculty.

One way in which the Faculty can evaluate/control its mission is through systematic ongoing evaluation of the quality, costs, and importance of our programs. Program review is not a new activity in higher education – just a more rational and analytical process than the one that served the university in the growth years.

While Concordia is currently in the primary stage of the SAPP (Senate Committee on Academic Planning and Priorities) activity, the university and faculty needs more than a sophisticated array of planning tools in order to adapt successfully to resource issues. We must apply those planning tools to a process that can fund new growth through an internal reallocation of resources and/or provide a way of contraction in absolute size and scope. Reallocation has long been used, implicitly or explicitly, by universities to maintain a balance between resources and demand on academic programs. In reallocation, a faculty position is normally the unit of exchange, and the annual budget process is the vehicle. We have had to exchange these units for the past two years to keep up with salary adjustments in our quest to retain and motivate our staff at the same time we are in the process of attracting new faculty with often outrageous $ demands. Some institutions focus on the need to earmark funds for new program development and have set up pools of funds for which departments compete with new program ideas. This is a consideration for the Ross Commission to deal with.

One stumbling block in initiating major reallocations has been failure to develop commitment and consensus from faculty. They have resisted becoming the inner circle for decisions and have transferred this responsibility to their administrators. But, they demand input as well as accountability. We need to avoid at all costs the problem of being "due–processed" to death during this evaluative process. We invite and need all the players to participate and invest their expertise a priori to criticizing new decisions without personally investing in them.

Reassessment efforts eventually must deal with the criteria by which decisions will be made. This, of course, is the great stumbling block for faculty, who are unaccustomed to having to make <u>choices</u> that often determine continued employment and prosperity for some of their colleagues and possible changes for others. Even when faculty terminations are not involved, it is difficult for faculty to accept the idea that without outside sources of funding, new programs and qualitative improvements must come at other programs' expense. This continues to be our challenge: optimizing external funding source energies while at the same time the quality maintenance of our basic programmes and offerings.

The late 1980's probably will be a time of "reduction, reallocation, and retrenchment" – in short, a period of adaptation to resource rationalizations. Adaptation implies reconciliation of institutional goals to new circumstances; it does not mean resignation. Adapting successfully calls for more than mere

cutting of expenditures in the face of revenue shortfall; it calls also for careful planning in anticipation of decline, so that both the timing and the nature of the decisions can be controlled by those who deliver the service–the Faculty. In this case, the ball is in your court. You determine the quality of working life in our Faculty and what is needed to maintain that level.

But why do faculty and administrators find it so hard to rationalize academic programs? They often recognize the need to downsize or close programs in order to maintain or improve the quality of remaining programs and increase the flexibility of the institution to respond to new demands, but they find it very difficult to make the decision. They are willing to tell junior colleagues that they cannot get tenure, but they are unwilling to close entire programs, even if doing so does not involve the release of tenured faculty. There are both psychological and practical reasons for this unwillingness.

1. Institutions are built to survive and to outlast the coming and going of individual bureaucrats.

2. Organizations develop a certain "ideological inertia" that tends to support the status quo, existing policies and programs already in place.

3. Significant political groups – including participants in the threatened program and those who have benefitted from the teaching, research, or service of the program – will oppose the termination of academic programs.

4. There are legal and moral obstacles to discontinuance and contraction is perceived as defeat.

5. No one wants to admit being wrong in starting and discontinuing a program; therefore, policy makers will look for alternatives to deal with the problem.

These evaluations should begin with a self–study or a study by an internal review committee that will look at the historical background of our programs, the demonstrated needs they are serving, curriculum, students, faculty, finances, clientele, facilities, support services and benefits to this faculty. This will be undertaken shortly by Dr. Ross and our Graduate Studies Committee examining our varied Centres for their role in the Faculty and our Mission. But, these internal reports can become a source of acrimony if decision makers decide to use them as a basis for discontinuance. The only way to avoid this result is to agree at the outset what criteria will be used and how they will be evaluated. Faculty and administrators, for example, could agree that a program will be judged on the basis of:

1. Centrality of the program to the mission of the university and faculty;
2. Overall quality of faculty and curriculum; and
3. Extent of future demand for students, research, and service in the particular area.

This is a more positive and developmental approach which will be obvious and mutually beneficial to all involved.

This evaluation may lead to a recommendation that there is a need for a more effective matrix organization that would provide structural support for the many centers and faculty activities in teaching and research that transcend departmental and disciplinary boundaries. Such a model would offer a starting point for this Faculty in the process of examining its role in either the local or the national context. It would reveal some of the features of both the internal and the external environment that may have constrained efforts to redefine organizational goals. We may actually find that what we are selling has a limited market in terms of clientele.

Responding to the external environment and developing our internal environment will be a major challenge since it has become quite evident that the traditional heavy emphasis in commerce programs on quantitative analysis and cognitive skills is no longer adequate. Ackoff, one of the founders of operations research, recently wrote that "that future of operations research is past" and that "managers are not confronted with problems that are independent of each other, but with dynamic situations that consist of complex systems of changing problems that interact with each other. I call such situations messes" (1979, p. 90). He continued, "Managers do not solve problems, they manage messes". A poll of 600 senior corporate executives conducted for a national magazine indicated that 86 percent agreed with the statement: "Business schools teach students a lot about management theory but not much about what it takes to run a company". We need to listen to them.

When Ackoff speaks of "managing messes", he is describing situations for which no technique provides a single and direct path to a unique solution. In most cases there are likely to be several alternatives, each with its combination of advantages and disadvantages. Applying "technical judgment" or "managerial judgment" to such situations is a rather different process from the traditional application of a predetermined paradigm. Furthermore, the majority of situations faced daily in most occupations cannot be readily reduced to the application of standardized problem–solving methods. Thus, problem definition and clarification, rather than problem solving, emerge as the major task for near future commerce pedagogical design efforts where theory and practice are better integrated.

It is along the same lines, most interesting to further note that no clear distinction any longer exists between "continuing business education" and what might at one time have been thought of as "regular business education". We know that at least half of all undergraduates interrupt their studies for a minimum of one year, that the proportion of part—time enrollment in universities is steadily increasing and that the average age of students on our urban, commuter campuses is now twenty—seven or twenty—eight. The "nontraditional" student is becoming the norm. This is Concordia's tradition, raison d'etre and our Faculty mission. In addition, the accelerating obsolescence of knowledge increasingly requires that we see education as a recurrent and lifelong process, involved as much with the maintenance of competence as with its initial development. Hence, the traditional distinction between education of the young and education of adults is becoming blurred. Furthermore, credits and credentials are likely to lose significance, with emphasis shifting to other ways of assessing and demonstrating the maintenance of competence.

Our charge today is to question whether a pure academic experience for our students delivered by purist academics who teach + research + serve can be achieved. Or, whether external—real world programs via centers are needed as well to balance the system but through the vehicle of integration? As an example, the nonacademic educational system that has received most attention has been the massive "shadow educational system" of formal instruction created by the corporate sector for its employees. This may be our competition, not HEC, UQAM and McGill. The worst scenarios are no choices —————— infinite choices. We must develop an integrated yet differentiated conceptual yet workable paradigm.

We are aware that vast sums of money are spent each year by public— and private—sector employers for a wide range of instruction intended to maintain the competence of their work force in the face of changes in job categories and job content. The combined scope of these employer—sponsored systems is evidence of the real need for such maintenance and also shows that many sectors of society have recognized that professional development now must be considered a recurrent and lifelong process. Unfortunately, most universities are slow to gain this understanding. We at Concordia have the tradition and the tools to fulfill these complex and contemporary needs of society. We also need the commitment of all of this Faculty to pursue this Golden Goose.

It is important, however, that as business faculties search for alternative sources of enrollment and revenue, they do not rush in and attempt to provide "quick fix" workshops, seminars, and courses that are designed to meet short-term needs for data and skills. We should not "turn ourselves into educational supermarkets with a view toward mere fiscal survival". This is not our goal.

The responsiveness of business faculties to the need for employee education should be based on their inherent strengths, capabilities and their mission. But responsiveness can only occur through an internally committed and externally driven faculty seeking to optimize opportunities and never become redundant.

But, our Faculty needs to become considerably more flexible and nimble in our response to external demands. When employers, particularly those in the private sector, order something, they want rapid delivery. That is as true for an instructional program as it is for supplies and equipment. Corporate clients will not wait patiently as the lengthy process by which new academic programs typically evolve from conception through development to approval and this appears to be our current dilemma in need of consideration by all involved.

It is increasingly important that all the instruction provided by our academic institution be viewed as an integral part of our mission and be treated in comparable ways with regard to faculty involvement and oversight. Thus, it is essential to find ways of expediting the traditional approval process rather than to continue to bypass it.

At the heart of all reform and essential to its success is active participation by the faculty. This is your challenge at your choice. Thank you.

FACULTY MISSION STATEMENT

FACULTY OF COMMERCE AND ADMINISTRATION

Report of Committee to Review and Expand Mission

"He who lets the world, or his portion of it, choose his plan of life for him, has no need for any other faculty than the ape—like one of imitation. He who chooses his plan for himself, employs all his faculties. He must use observation to see, reasoning and judgment to foresee, activity to gather materials for decision, discrimination to decide, and when he has decided, firmness and self—control to hold to his deliberate decision."

On Liberty

Mission Committee

R. McTavish, Chairman
M. Anvari
U. de Brentani
S. Goyal
C. Potter
B. Prince
A. Rahman

May 1987

MISSION STATEMENT

The Faculty of Commerce and Administration is that unit of Concordia University charged with providing post–secondary programs in business and administration, at internationally recognized standards, for both profit–oriented enterprises and for not–for–profit institutions. To attain and maintain these standards entails a faculty committed to teaching, as well as to the activity of research for the purpose of extending knowledge in the field of Commerce and Administration.

The instructional offerings of the Faculty consist of two important types. The first entails traditional academic programs leading to various levels of graduation: certificate, bachelor, diploma, masters and doctoral levels. The second provides opportunities for life–time education to individuals already employed in business and government, both through regular programs and through specially designed re–educational programs. To achieve the objectives of these programs, the Faculty emphasizes academic rigour, relevance, and the importance of transmitting to students state of the art concepts and techniques. The orientation of the Faculty is to provide a comprehensive and coordinated course of studies for each of its programs. The Faculty is open to emphasis on innovation in its teaching processes including the design of delivery mechanisms and program structure. This emphasis emanates from the fact that the educational needs of the external community are in a constant state of flux and it is the Faculty's responsibility to adapt its processes to this changing environment.

The Faculty is cognizant of the central role of research and scholarship. On the one hand, it is the process through which the Faculty carries out its mission as it relates to the generation of new knowledge. On the other hand, research and scholarship are necessary in order to imbue students with a rigorous and contemporary business orientation. Consequently, the Faculty places strong emphasis on research activities of its academic staff and strives to facilitate the process of intellectual activity and to enhance research productivity. In this sphere, the importance of both fundamental and applied research is recognized and the dialectical influences of the research activity of the faculty on its other endeavours are taken to be axiomatic.

In achieving its teaching and research objectives, the Faculty aspires to close cooperation with its external community. By fostering its relationship with business, professions, and non–profit institutions, the Faculty can facilitate the process of generating and disseminating knowledge and it can receive the necessary input for maintaining a contemporary instructional orientation. Such orientation includes delivery mechanisms such as short–term training courses, off–campus courses, cooperative instructional schemes and the like. It also includes the Faculty serving its external community through a variety of means such as contract research, consulting, and joint projects. In this context, the Faculty places paramount emphasis on building strong linkages with its communities in Quebec and the broader Canadian and international environments.

For the Faculty to carry out the above mission successfully, the nature of its internal organization is critically important. Crucial for such success is the quality of work life provided for the Faculty's internal constituencies–academic staff, support staff and students. Recognizing that it is the quality an vigour of the academic staff which is the critical component for the discharge of the Faculty's mission, it is imperative that its teaching and research staff enjoy freedom of speech and freedom of enquiry. These freedoms are best protected by a system of collegial governance, which system is expressly designed to assign and assess the professorial tasks of teaching, research and service. Provided with such a system, the Faculty can create an ambience that encourages each faculty member to develop his/her creativity to the fullest and permits the flourishing of innovative teaching, research, and administrative ideas without encumbrance. In this vein, the primary reason for the administrative structure, and the main responsibility of the Faculty administration, is to ensure the creation and the maintenance of such a collegial environment. The student body, at all levels of traditional degree programs as well as those in special re–educational courses, represents the main raison d'etre of the Faculty. It is imperative for the Faculty to create a collegial environment conducive to the full intellectual development of its students as well as ensuring that they receive the appropriate education for the careers to which they aspire.

Strategic Goals

Education

(1) To offer programs that fulfill contemporary international standards up to terminal programs in each of the areas of specialization in which we operate.

(2) To encourage the highest standards in teaching methods and processes, recognizing the wide variety of approaches which are needed in this Faculty.

(3) To promote accessibility of students to the Faculty commensurate with the standards laid out in the mission.

(4) To move towards a larger doctoral program, involving maintenance of liaisons with other Quebec universities, where appropriate, developed via the joint program.

(5) To support and develop the M.Sc. program as a means of providing post graduate specialization in the various disciplines of the Faculty. Also, to provide a more appropriate entry program to the Doctoral program.

(6) To remain a significant provider of MBA graduates tc the Quebec and Canadian markets through continual curriculum monitoring and redesign, when appropriate, and a coordinated program of study to meet contemporary needs of our external publics. Conceptual soundness allied with application to the real world will be a major concern.

(7) To emphasize life–long education, with particular reference to enhancing the EMBA program and programs serving the professions such as the Graduate Diploma in Accountancy Program, and to developing new programs with similar objectives. Particular emphasis to be given to developing our adult education and mature student markets.

(8) To offer new programs of shorter duration than degree programs for people with more limited goals of specialization.

(9) To maintain and keep abreast of contemporary requirements in our current alternative undergraduate programs (B. Comm., B. Admin.). In doing so, to be sensitive to the implications of change for the Quebec, Canadian and international economies.

(10) To maintain our commitment to part–time education emphasizing the maintenance of high quality standards.

(11) To develop integrating mechanisms, especially between departments, and to enhance communication and cooperation between faculty teaching various disciplines.

(12) To assist our students in their career aspirations and development through CCMS (Advisory Board), alumni office, support of student bodies (e.g., AIESEC), and other means.

Research

(1) To be a leading Canadian Business Faculty in research accomplishments. This is done by encouraging and supporting both fundamental and applied research broadly consonant with the mission of the Faculty and by providing needed infrastructures of support services, physical equipment and personnel resources.

(2) To be a leading Canadian Business Faculty in terms of external funding for research. External funding is basic to the attainment of the research goals of the Faculty. The need is to encourage a strong climate supporting and motivating individual faculty members to seek this support.

(3) To encourage research initiatives in the form of specialized research centres (e.g., Transportation, Treasury Management) and to provide the necessary academic and organizational structure for the functioning of these applied, externally–funded units.

(4) (a) To encourage interdisciplinary research both within individual departments, and between departments. Seeking out a capitalizing on hitherto untapped relations will build on core strengths and produce a desirable synergism in research areas – an argument in favour of encouraging more team building in research.

(b) The converse of 4(a) (above) is to recognize and support necessary diversity in research approach. Some of our departments are built on a history of diversified skills. This supports and endorses a pluralistic philosophy, and recognizes the need for various research paradigms and methodologies in accomplishing the Faculty's research agenda.

Relations with Business Community

(1) To work closely and affirm our relationship with our defined external communities (business, professions, and not–for–profit institutions).

(2) To obtain critical information from the business community concerning its needs for educational opportunity and exchanges, and to secure the cooperation of key members of the business community through formal mechanisms (e.g. Advisory Boards of CCMS and EMBA).

(3) To provide community and business services consistent with our knowledge, expertise, and research capability, and reflective of the needs of the external community, by means of our specialized centres, applied research, faculty consulting and student projects. To encourage other initiatives such as in–house training programs, faculty/industry discussion groups, alumni "up–date" workshops, etc., as deemed appropriate to our capabilities and to external requirements.

(4) To participate in international outreach and exchange programs (e.g., China, CERAM) consistent with our overall strategic goals.

FACULTY APPOINTMENTS

Assistant Professor **ABDUL RAHMAN** has been appointed Associate Dean, Academic and Student Affairs (Loyola Campus) for the period June 1, 1987—May 31, 1990.

Assistant Professor **JERRY ROSENBLATT** has been appointed Director of the Concordia Centre for Management Studies for the period April 1, 1987 – May 31, 1989.

Professor **FARHAD SIMYAR** has been appointed Chair, Department of Accountancy for the period June 1, 1987 – May 31, 1990.

We would like to take this opportunity to welcome Professor Farhad Simyar to Concordia. Professor Simyar comes to us from the University of Ottawa where he served as Coordinator of the Accounting Department and Chair of the Doctoral Program.

Professor Simyar holds a Doctorate in Business Administration (Major in Accounting) and a Masters in Accounting from the University of Southern California. Dr. Simyar has obtained professional designation from England, U.S. and Canada. He has taught both graduate and undergraduate courses for sixteen years in the Middle East, Sweden, France, China, Sri Lanka, United States and Canada, in Accounting, Policy, International Business, Finance and other related areas. As the president of a management consulting firm, Dr. Simyar has performed numerous consulting assignments, consultant to Coopers and Lybrand, S.E. Banken of Sweden, the Charts–Co Company of France, Mitel Corporation of Canada, and various other firms within the oil, electronics and textile industries. He is the author of articles in the areas of accounting, international business and strategic management in journals such as Business Quarterly (Canada), Journal of International Accounting Education and Research (U.S.A.), Management International Review (W. Germany), International Journal of Management (Australia) and Politica Internazionale (Italy). Dr. Simyar has presented and published over twenty–five papers in the proceedings of various conferences, including the "1987 Best Paper Award" from the Canadian Academic Accounting Association. He has also been the author of over twenty–five case studies as well as co–author of two books in Accounting and Strategic Management. Dr. Simyar has designed and led a variety of executive development programs aimed at various levels of management.

NEW FACULTY

We also welcome the following new Faculty members to Concordia and our Faculty.

ACCOUNTANCY DEPARTMENT

P. Faulkner, Sessional Lecturer
G. Kanaan, Assistant Professor
B. La Rochelle, Assistant Professor
J. Litwack, Sessional Lecturer
W. Roscoe, Sessional Lecturer

DEPARTMENT OF DECISION SCIENCES AND MANAGEMENT INFORMATION SYSTEMS

J. Shuter, Sessional Lecturer

DEPARTMENT OF FINANCE

L. Shanker, Associate Professor

DEPARTMENT OF MANAGEMENT

B. Ashforth, Assistant Professor

Professor Ashforth will be joining the organizational behavior group within the Management Department. He received his Ph.D. at the University of Toronto and has taught at Wayne State University. Dr. Ashforth has published in the Academy of Management Review and presented his work at a number of professional conferences. His area of expertise include climate formation, organizational legitimacy, power and the consequences of powerlessness, and adaptation to work.

A. Joy, Visiting Assistant Professor

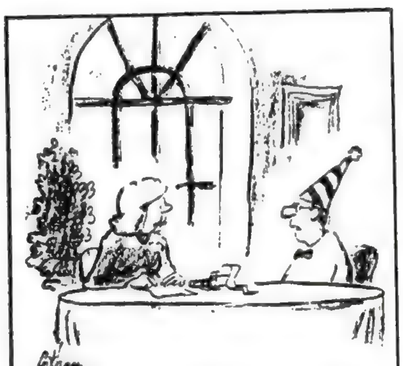
J. McGuire, Associate Professor

Professor McGuire will be joining the policy group within the Management Department. She received her Ph.D. form Cornell's School of Industrial and Labour Relations and has spent the last several years at the University of Massachusetts, Amherst. Dr. McGuire has published in a number of academic journals including Advances in Strategic Management and Journal of Management, and has presented her research at over a dozen international conferences. Her areas of expertise include inter–organizational relations, political theory,agency theory, and the measurement of strategic performance.

NEW FACULTY (continued)

DEPARTMENT OF MARKETING

C. Crawford, Sessional Lecturer
C. Steilen, Visiting Associate Professor



"I hope you budgeted plenty of money for entertainment—you know how I like to party."

FACULTY PROMOTIONS EFFECTIVE JUNE 1, 1987

Congratulations to the following Faculty members who have been promoted:

M.R. KAPOOR, Associate Professor, Department of Accountancy

T. POLITOF, Associate Professor, Department of Decision Sciences and Management Information Systems

A. SATIR, Associate Professor, Department of Decision Sciences and Management Information Systems

B. PRINCE, Associate Professor, Department of Management

J. SEN, Associate Professor, Department of Management

FACULTY ACTIVITIES

A. AHMAD, Lecturer, Department of Finance

Publication

Essentials of Finance: A Problems Approach, Holt Rinehart and Winston of Canada Limited, Toronto, Ontario, Fall 1987, 450 pp. (with instructor's manual).

STEVEN H. APPELBAUM, Professor, Department of Management and Dean, Faculty of Commerce and Administration

"Downsizing: The Ultimate Human Resource Strategy," Business Quarterly, September 1987 (with B. Shapiro and R. Simpson).

V.V. BABA, Associate Professor and Chair, Department of Management

Publications

"Management Development: A Behavioral Approach," In V.P.Y. Wong (Ed.) China Reforms for Excellence, Hong Kong: VIP Management Consultants 1986.

"Organizational Commitment and Independence among Canadian Managers," Relations Industrielles, 42, 2, 1987 (with R. Knoop).

Organizational Behavior: Proceedings, ASAC conference, Toronto, June 1987.

Presentation

"Management, Metaphor and Mission: The Search for a Paradigm," 3rd International Conference on Organizational Symbolism and Corporate Culture, Milan, Italy, June 1987.

Research Awards

V.V. Baba and M. Jamal have been awarded a two year (1987–1989) FCAR grant to study employee–organizational linkages in a variety of organizations.

V.V. Baba and M. Jamal have been awarded a two year (1987–1989) SSHRC grant for a longitudinal study of the turnover process among nurses.

Other Activity

V.V. Baba has been elected Program Chairman of the Organizational Behavior division of ASAC for their annual conference in Halifax in June 1988.

S. BEINER, Lecturer, Department of Accountancy

Publication

"Transfer Pricing for Computer Services," Popular Accounting Journal—Dazhongcaikuai, People's Republic of China, No. 3, December 1986, pp. 3—6, (co—authored with Wen Kun, People's University of China (Visiting Scholar, Concordia University).

Award

Renewal of Bourse d'etudes de perfectionnement et de recyclage du fonds F.C.A.R. Graduate Fellowship from the Government of Quebec to pursue doctoral studies for the 1987—1988 academic year at the University of Bradford Management Centre, Great Britain.

Working Paper

"Motivation and Management Information Systems," Concordia University Working Paper, No. 86—032, December 1986, 30 pages.

Other Activities

Re—appointed as the Department of Accountancy faculty representative for the CMA — professional certified management accountants.

Appointed by la corporation professionnel des comptables en management du Quebec to the position of Quebec representative on the Accreditation Examinations Board for a term of three years commencing July 1, 1987.

R. DAINOW, Lecturer, Department of Management

Re—elected Secretary—Treasurer and member of the Executive Board, International Council for Small Business, Canada, 1987—88.

U. de BRENTANI, Associate Professor, Department of Marketing

Research Awards

Awarded a SSHRC General Research Grant for a three year period in the amount of $35,231. Subject: "Developing New Services: Empirical Study of Success and Failure."

Also awarded a SHELL Research Grant for a period of 18 months in the amount of $8,333 for research in marketing new services in small and large industrial service firms.

U. de BRENTANI, (continued)

Conference Presentation

Presented a paper at th 14th International Research Seminar in Marketing sponsored by the University of AIX–EN–PROVENCE in La Londe Les Maures, FRANCE, June 9 – 12, 1987. Publication in Proceedings: "Characteristics of Accepted and Rejected New Product Proposals and Managers' Screening Decision Behavior."

Other Activities

Academic Reviewer and Session Chair for Product Marketing at the 1987 annual conference of ASAC/EMAC (European Marketing Academy Conference) in Toronto, on May 31 – June 3, 1987.

Refereed papers for : (1) International Journal of Research in Marketing, (2) Journal of the Academy of MArketing Science, and (3) the 1987 ASAC/EMAC Conference, Toronto, Canada.

Paper currently under journal review: Ulrike de Brentani and Cornelia Droge, "A Causal Model of the Determinants of New Product Proposal Assessment." International Journal of Research in Marketing.

I. DEVINE, Assistant Professor, Department of Management and Associate Dean, Administrative Affairs

Publication

"The Social Isolation of Professional Women in Organizations," Canadian Home Economics Journal, Fall 1987, Vol. 37, N0. 3.

"Sexual Attractions at Work," Exercise and instrument for organizational behaviour textbook entitled Behavior in Organizations 4th edition by J.B. Lau and A.B. Shani. Irvine Publications, Homewood, Illinois, 1987 (with D. Markiewicz).

"Tokenism and Academic Culture: A Study of Women Faculty in Canadian Business Schools," Women's Careers: Pathways and Pitfalls by S. Rose and L. Larwood. N.Y. Praeger Publishing, 1987 (with L. Dyer).

Conference Presentations

"Managing Mutual Sexual Attractions in the Workplace," International Conference on Women and Organizations New Orleans, August 1987 (with D. Markiewicz).

I. DEVINE, (continued)

"Women MBA Students: The Gap Between Career Expectations and the Reality of the Workplace" ASAC, Toronto, June 1987 (with A. Toms).

Workshops

Association of Canadian College and University Ombudsmen's Conference, Montreal, June 1987.
Session 1 – The Tale of O: Women and the Informal Organization.
Session 2 – Women's Learning Styles: Should Universities Pay Attention?

V.H. KIRPALANI, Professor, Department of Marketing

"International Marketing Success: On Conducting More Relevant Research," Chapter 21 in Managing Export Entry and Expansion, P.J. Rosson and S.D. Reid (eds.), New York: Praeger Publishers, 1987, with D. Balcome.

"MNC International Advertising: Comparative Exploratory Study of Factors Influencing Headquarters Control," in Emerging International Strategic Frontiers, C. Tan, W. Lazer, and V.H. Kirpalani (eds.), National University of Singapore and American Marketing Association, Chicago, 1987, pp. 27–31, with Darmon and Laroche.

"Countertrade: Possibilities and Limits Between Canada and the ASEAN Group," in Emerging International Strategic Frontiers, C. Tan, W. Lazer and V.H. Kirpalani (eds.), National University of Singapore and American Marketing Association, Chicago, 1987, pp. 246–251, with Librowicz.

"Effective International Market Potential Assessment: China," in Advances in Consumer Research XIV, M. Wallendorf and P. Anderson (eds.) Association for Consumer Research, 1987, pp. 398–402, with Xu Kuan.

Other Activity

World Marketing Leaders Day, Host, as Chairman Global Marketing Council, American Marketing Association Chicago, in Montreal, May 26, 1987.

K.F. GHEYARA, Associate Professor, Department of Accountancy

Publications and Paper Presentations

"The Information Content of the AFUDC Earnings of Electric Utility Companies Relative to Operating Earnings," Proceedings: 1987 Midwest Regional Meeting of the American Accounting Association, Milwaukee, April 1987, (with G. Kanaan and A.C. Bishop).

K.F. GHEYARA, (continued)

"Allocation Methods in Cost Accounting," Proceedings: 1987 ASAC Conference, Toronto, June 1987, (with G. Pederzoli).

Other Activities

Ad Hoc External Referee, Ohio University Faculty Research Grants, 1987.

Concordia University Faculty of Commerce and Administration Research Grant, $1,000.

Concordia University CASA Grant, $1,900 (with Professor S.K. Goyal).

S.K. GOYAL, Professor, Department of Decision Sciences and Management Information Systems

Publications

"Waiting Line Models for Wage Negotiations," Productivity, Journal of the National Productivity Council (India), Vol. XXVII, No. 1, pp. 71–74, April–June 1986.

Letter to the Editor, Journal of the Operational Research Society, 38, 1987, pp. 104–105.

"Economic Ordering Policy for Deteriorating Items Over an Infinite Time Horizon," European Journal of Operational Research, 38(3), 1987, pp. 298–301.

"Improving Lot Sizing Decisions Based on Heuristic Methods," Engineering Costs & Production Economics, 10, 1986, pp. 287–291.

"Determining Economic Number of Repairmen in a Production Shop," Journal of the Institution of Engineers (India), Vol. 67, Part ME 3, November 1986.

"Another Example of When Partial Stockouts are Economically Optimal," Journal of the Operational Research Society, 38, 1987, pp. 291–292.

Comment on "A Dynamic Programming Approach for Joint Replenishment Under General Order Cost Functions," Management Science, 33(1), January 1987, pp. 133–135.

Papers Accepted for Publication

"Determination of a Supplier's Economic Ordering Policy," Journal of the Operational Research Society.

S.K. GOYAL, (continued)

"Design and Implementation of an Automated Inventory Management System," Journal of the Institution of Engineers (India) with Dr. S. Srinivasan, Faculty of Management, National University of Singapore.

Papers Refereed for Journals and Conference Proceedings

"Developing Short–Term Inventory Decision Rules," Management Science Division of the Administrative Sciences Association of Canada, ASAC 1987.

"A Simple Modification to a Simple Inventory Decision Rule for a Linear Trend in Demand," Journal of the Operational Research Society.

"The Look–Ahead Heuristic for Multi–Item Single Machine Production Scheduling with Dynamic Stochastic Demands," Canadian Journal of Operational Research and Information Processing.

"Allocation Method in Cost Accounting," Management Science Division of the Administrative Sciences Association of Canada, ASAC 1987.

"Purchasing Discounts and Lot Sizing in MRP," Management Science Division of the Administrative Sciences Association of Canada, ASAC 1987.

"An Order Level Inventory Model Under Conditions of Permissible Delay in Payment," Journal of the Operational Research Society of India.

"A Note on Two Periodic Preventive Maintenance Policies," Journal of the Operational Research Society of India.

"Multi Buyer Discount Pricing," European Journal of Operational Research.

"Bias in LP Solution," Proceedings of the Decision Science Institute Conference, Boston, 1987.

"Koopman Activity Analysis," Proceedings of the Decision Science Institute Conference, Boston, 1987.

"Separate vs. Joint Replenishment Policies with Maximum Storage Requirement Costs," European Journal of Operational Research.

Abstracts of Papers Prepared for OR/MS

"Batch Sizing and Stocking Levels in Multi–Echelon Repairable Systems," Management Science, 32(12): 1567–1581, 1986.

S.K. GOYAL, (continued)

"A Comparison of Strategies to Dampen Nervousness in MRP Systems," Management Science, 32(4): 413–429, 1986.

"The Classic Economic Production Quantity Model with Setup Cost as a Function of Capital Expenditure."

"Optimal Safety Stock Investment Through Subjective Evaluation of Stockout Costs."

"Dynamic Manning of Long Cycle Assembly Lines with Learning Effect."

Papers Presented in Conferences

"Economic Production Quantity in Multi–Stage Production Systems," Joint National Meeting of TIMS/ORSA, New Orleans, May 1987.

"Economic Ordering Policy for Two Products Jointly Replenished with Lost Sales Permitted," Management Science Division of the Administrative Sciences Association of Canada, University of Toronto, June 1987.

"Economic Maintenance Frequency of a Transport Fleet," Annual Conference of the Canadian Transportation Research Forum, St. John, Newfoundland, June 1987.

Other Activities

Chaired a paper session on Production/Inventory Management at the Joint National Meeting of TIMS/ORSA, New Orleans, May 1987.

Chaired a session of the Management Science Division of Administrative Sciences Association of Canada, University of Toronto, June 1987.

ALAN HOCHSTEIN, Assistant Professor, Department of Finance

Publications

"Canadian Chartered Banks, A New Bank Act and Economic Activity: Is There a Linkage?" Current Economic and Financial Issues of the North American and Caribbean Countries (forthcoming).

"Estimation of the Effect of Ethnicity and Other Factors on Demand for Food Items," (April, 1987) Canadian Journal of Marketing Research, Vol. 5, pp. 19–24.

ALAN HOCHSTEIN, (continued)

Working Paper

"Using Census Data to Estimate the Effect of Ethnicity on the Demand for Food: A Micro–Economic Perspective," (1987) Working Paper Series, Paper #87–013. Co–authored with Jerry A. Rosenblatt, Concordia University.

Conference Presentation

"The Determinants of Chief Executive Officer Compensation in Canadian Corporations," presented at the ASAC Conference in Toronto, June 1–3, 1987. Co–authored with A. Valkanas.

G. JOHNS, Professor, Department of Management

Gary Johns has returned from his sabbatical. During this period, he gave academic talks in England (University of Sheffield), Scotland (Heriot Watt University), Australia (University of Western Australia, Curtin University, The University of Adelaide, La Trobe University, Australian Graduate School of Management, University of Queensland), and New Zealand (University of Canterbury, Massey University, University of Auckland).

MICHEL LAROCHE, Professor, Department of Marketing

Publications

"MNC International Advertising: A Comparative Exploratory Study of Factors Influencing Headquarter Control," in Chin Tion Tan, William Lazer and V.H. Kirpalani, eds., Emerging International Strategic Frontiers, Chicago: American Marketing Association (1987), 27–31, (with Rene Y. Darmon and V.H. Kirpalani).

"Review of 'Consumer Behavior'," by William L. Wilkie, Recherche et Applications en Marketing (forthcoming, 1987).

"Toward a Global Cognitive Model of Persuasion: Interactive Effects of Cognitive Characteristics of Source, Message and Recipient," in Paul F. Anderson and Melanie Wallendorf, eds., Advances in Consumer Research, Vol. XIV, Ann Arbor, MI: Association for Consumer Research, 1987, forthcoming, (with Jean–Charles Chebat, Michel Laroche, Pierre Filiatreault and Catherine Watson).

MICHEL LAROCHE, (continued)

"Standardization of International Advertising Campaigns: A Cross–country Comparison," in Charles F. Keown and Arch G. Woodside. Proceedings of the Second Symposium on Cross–Cultural and Business Studies, American Psychological Association, Division 23 and Academy of International Business, Pacific Basin Region, Honolulu: University of Hawaii (1987, forthcoming), (with Rene Y. Darmon and V.H. Kirpalani).

"An Empirical Study of Major Segmentation Issues in Retail Banking," International Journal of Bank Marketing, Vol. 6, No. 1, (1988, forthcoming), (with Thomas Taylor).

Working Papers

"A Diagnostic Method for Evaluating the Effects of Three Sources of Error in Market Survey Data," Working Paper, #87–011, Concordia University, 1987.

"Interactive Effects in Information Processing: the Relationship of Consumer Involvement and Brand Categorization", Working Paper, Concordia University, 1987, (with J.A. Rosenblatt).

"Exploring the Interactive Effects of Cognitive Characteristics of the Source the Message and the Receiver upon Attitude Change: the Case of Free Trade," Working Paper, UQAM, 1987, (with Jean–Charles Chebat, Pierre Filiatrault and Catherine Watson).

Research Awards

Recipient of a $4,800 CASA seed grant. Subject: "An Empirical Test of Lefebvre's Classification of Ethnic Positioning" (1986).

Recipient of a $10,000 Canadian Studies Writing Award with Gurprit Kindra and Tom Muller (1986–88): "Consumer Behaviour in Canada: Concepts and Managerial Action."

Recipient of a $1000 Faculty General Research Grant with V.H. Kirpalani (1987).

Other Activities

Member of the Evaluation Committee, Shell Research Grant (1987).

National Coordinator for Canada and Member of the Executive Committee of the European Marketing Academy (1987–90). Represented EMAC at the World Leaders' Day, organized by the AMA in Montreal, (May 28, 1987).

Appointed to the Editorial Board of the Singapore Marketing Review.

MICHEL LAROCHE, (continued)

Reviewer and Session Chairman for the 1987 ASAC/EMAC Conference in Toronto, June 1–3, 1987.

External examiner for the University of Ottawa, the Shantis Indo–Canadian Institute's Fellowship Program (University of Calgary), and SSHRC.

Guest speaker to the 1987 World Marketing Congress (American Marketing Association), May 18, 1987 in Montreal. "Marketing in the Year 2000: The Canadian Situation."

J.S. NADER, Assistant Professor, Department of Finance

Publications

"Pension Perspectives on Financial Sector Reform in Canada," Employee Benefits Journal, Fall 1987 (forthcoming).

"On the Optimality of Pension Fund Immunization Strategies," An–Nahar Financial Pages (World's widest circulating Arabic language periodical), July 1987 (forthcoming).

Research Award

Awarded FCA Research Grant for a project entitled "Benefit–Based Selection of Pension Portfolios: A Canadian Study," March 1987–March 1988.

Other Research In Progress

"Retirement as an Option Pricing Problem: Pension Determinants of the Choice between Early Retirement, Normal Retirement, and Deferred Retirement."

"Pension Fund Immunization in a Labour market Perspective: Implications for Corporate Plan Sponsors."

"The Price of Pension Fund Immunization."

"Non–Dividend Paying Stocks in Canada: Risk, Return and Eligibility for Institutional Portfolios."

"Overfunded, Fully Funded, and Underfunded Pension Plans: Implications for Hedging with Financial Futures Contracts."

A. RAHMAN, Assistant Profesor, Department of Finance, Associate Dean, Academic and Student Affairs (Loyola)

Publication

"Cross—Equation Correlation and the Simultaneous Estimation of the Parameters of the Black—Scoles Option Pricing Model," (co—authored with L. Kryzanowski and A.B. Sim), forthcoming, Review of Economics and Statistics.

Refereed Conferences

"Partial Adjustment Behavior and the Dynamics of Corporate Financial Decisions," (co—authored with A. Jalilvand), 1987 Eastern Finance Association Meetings, Baltimore, Maryland. Won the BEST FINANCE PAPER AWARD.

"Inflation Neutrality and Real Estate Returns in Canada," (co—authored with D. Gandhi), ASAC '87, Toronto, Canada.

"The Canadian Dollar and Oil Discoveries: An Empirical Anomaly", (co—authored with L. Rivard), ASAC '87, Toronto, Canada.

F. SIMYAR, Professor and Chair, Department of Accountancy

Publications

"The Role of the Iranian Revolution in the OIl Crisis of 1979," Proceedings of the Conference on Individuals and Institutions in the Iranian Revolution, Center for Iranian Research and Analysis, April 11—12, 1987, Widner University, Philadelphia.

"The Economic Consequences of Hostage Crisis for Iran," Proceedings of the Conference on Individuals and Institutions in the Iranian Revolution, Center for Iranian Research and Analysis, April 11—12, 1987, Widner, Philadelphia.

"Duration of the Comparative Advantage Accruing from Some Start—up Factors in High—Tech Entrepreneurial Firms," Proceedings of the Seventh Annual Babson College Entrepreneurial Research Conference, April 28 — May 2, 1987, Pepperdine University, Malibu, California, (with J. Doutriaux).

"Use of Accounting Ratios on Measuring Success: The High—Tech Entrepreneurial Firms in Canada," Proceedings of the 1987 Annual Conference of the Canadian Academic Accounting Association, MacMaster University, Hamilton, Ontario, June 2—4, 1987. **Winner of CAAA Best Paper Award for 1987**, (with J. Doutriaux).

"Winners and Losers of Oil Price Roller Coaster," Proceedings, North American Economic and Finance ASsociation, International Symposium, June 18—21, 1987, Laredo, Texas.

F. SIMYAR, (continued)

Books

Simyar, F. and Joseph Lloyd—Jones, Strategic Management in Health Care: Towards the Year 2000. Prentice—Hall, 1987 (forthcoming).

Simyar, F. and Daniel Zeghal, The Search For Quality of Financial Statements, Society of Management Accountants of Ontario, 1987.

Papers in Refereed Journals

"OPEC": Market Dominant or Subservient," International Journal of Management, Vol. IV, No. 1, pp. 105—117, Victoria, Australia, 1987 (with K. Argheyd).

"The Accounting Laws of Peoples Republic of China: Implications on International Joint Ventures," The International Journal of Accounting Education and Research, University of Illinois, Urbana—Champaign, Illinois, 1987. Special Issue on South East Asia.

"Trade with China: Problems and Prospects," Business Quarterly, Vol. 51, NO. 3, Nov. 1986, pp. 30—38, University of Western Ontario, London, Ontario, Canada, 1987, (with K. Argheyd).

Chapters in Books

"Export Entry and Export Expansion Strategies: The Peoples Republic of China." Export Expansion and Market Entry Modes, (Phillip Rosson & Stan Read Editors), Praeger Publishing Co., 1987, (with K. Argheyd).

Other Activities

Two interviews with the Voice of America (VOA) on "Recent and Future Trends for Oil Prices" and "The Economic Consequences of Hostage Crisis for Iran", April 12, 1987.

Elected to serve as board member of Ottawa chapter of Certified General Accountants Association for 1987—90.

Member of Liaison Committee of Canadian Academic Accounting Association (CAAA) with the Certified General Accountants Association of Canada (CGAAC) for 1987—1989.

F. SIMYAR, (continued)

Served as Session Chair, Academic Reviewer and Discussant in various National and International Conferences:

Session Chair at ASAC 1987 (Joint Session of International Business Division and Management Education and Development Division).

Session Chair at North American Economic and Finance Association, 1987.

Discussant in North American Economic And Finance Association, 1987.

Academic Reviewer for ASAC and North American Economic and Finance Association, 1987.

Grants

Received a $12,000 grant from the Society of Management Accountants to organize a one–day conference in November 1987 in accounting entitled: "The Search for Quality of Financial Statements".

Best Paper Award for 1987

"The Use of Accounting Ratios as Measure of Success for Canadian High–Tech Entrepreneurial Firms", was the topic of a paper presented at the 1987 Annual Conference of the Canadian Academic Accounting Association at MacMaster University, June 2–4, 1987.

The CAAA award committee's decision was to award the 1987 best paper award in Accounting to this co–authored paper.

F. SIMYAR, (continued)

Press Coverage

Excerpt from the Laredo Morning Times, June 28, 1987

Experts debunk energy myths

By ANDREA WRIGHT
Times staff writer

Favored myths concerning energy persist in the West, according to several international economists speaking recently in Laredo at a conference on North American economies.

The experts stressed the need for the myths to be debunked before causing further damage.

Two papers presented during the final day of the three-day conference sponsored by Laredo State University suggested that it is not so much the reality of the worldwide energy situation as it is our perception of it that is significant.

Theories presented offered strong support to previous reports appearing in book form on best-seller lists on "the Seven Sisters" — the West's seven major oil companies — showing how recent oil "crises" were less critical than they appeared and artificially stimulated by the companies themselves.

Both David L. Hawk of the New Jersey Institute of Technology and Farhad Simyar of the University of Ottawa, Canada, presented papers dealing with various energy myths, citing statistics that support their theses but also indicating that new myths may be in the making.

Hawk's provocative presentation, "Powering the American Eagle: The U.S. Energy Myth and Its Probable Consequences," was "easier to present in Europe than in the U.S.," he said, given the significance of myths in every society.

"Myths are critical to religious, political and economical activity, and are important connectors, helpful in guiding all types of socio-organizational activity. An organization dies when its organizing myth dies."

According to Hawk, America's greatest single myth, that of the frontiersman and frontier spirit as symbolized by the American eagle, "has served to make the U.S. one of the most powerful economic forces in the modern world. Unfortunately, the national energy needed to support the myth is vanishing. The myth may be close behind."

Hawk thinks as the notion of unlimited American resources — a central theme throughout the United States' creation and westward expansion — dies, the belief in the nation's power, wealth and influence is also threatened.

Quoting another economist, Nicholas Georgescu-Roegen, Hawk reports that, "The quantity of natural wilderness area has significantly declined...The ultimate American myth, the one that presents the greatest danger, is that these issues don't matter: 'Come what may, we will find a way, and today we will do it with a computer'."

Unfortunately, Americans tend to "measure efficiency in terms of the frontier ethic" says Hawk, "where humans are the scarce resource and materials and energy are unlimited." Unless we are willing to forge a new national myth, the evidence presented by economists is that the U.S. will be in big trouble.

Hawk believes the beginnings of this new myth are emerging, though slowly, creating an energy-efficient America, and anticipates a long, difficult evolution for the nation operating so inefficiently, so long.

The second popular "myth" dealt with was that of the existence of a worldwide shortage of oil, peaking at various times over the past several decades as international incidents gave rise to such a perception.

According to Simyar, price increases have not been due to any real shortage of oil, and the impact of those increases has as often as not benefitted those who complain most bitterly about them.

A question which arose in the U.S. shortly after the Iranian Revolution — which was the international event blamed for a price increase in 1979 — was, "If we're importing only 2 percent of our oil from Iran how come after the revolution we have a 14 percent shortage?"

Simyar, in examining the effects of price increases justified by the revolution, found that the "Seven Sisters" enjoyed tremendous leaps in profits and other benefits, leading to suspicion then and since that they were actually withholding supplies.

"The Iranian cutback for 1978 (the outset of the Iranian revolution) was a mere 27 million tons, or less than one percent of world production," says Simyar. "While the new or increased production alone from Mexican, North Sea and North Slope fields was 70 million tons, more than enough to offset the Iranian shortfall."

Simyar says neither is there justification for blaming OPEC for the subsequent shortages since their production throughout 1978-79 did not change significantly while world productionn actually increased.

"The first sign of rising prices — early in 1979 — came not from OPEC but from the British oilfields in the North Sea." The Iranian-born economist goes on to cite Associated Press and Central Intelligence Agency reports that showed clearly the oil companies were not only creating artificial shortages but also exporting more oil than ever at a time of supposed deficiency.

"Exports had ranged in 1977 from 192,00 to 288,000 barrels daily, yet in 1979, just when there was an alleged U.S. pinch, the companies were sending out of the country from 329,000 to 445,000 barrels daily."

There were, in addition to the oil companies, three principal beneficiaries of this particular myth of shortage, says Simyar: the home countries (of the companies), the oil producing countries and the international banking community.

By Simyar's calculations, OPEC members gained the least from the price increases of the 1970's, beginning with the fact that they were actually harmed by subsequent inflation in the West.

F. SIMYAR, (continued)

<u>Press Coverage</u> (continued)

Excerpt from the Delaware County Daily Times, April 14, 1987

Business Beat

What drives oil prices up or down?

By GERRY OLIVER
Daily Times Business Writer

If you don't believe the media reports that economic "hanky-panky" by a number of oil companies is what produced the fuel shortages and gas lines of the late 1970s and the oil glut of the early 1980s, then take off the blinders and proceed.

An Iranian professor from the University of Ottawa who discussed his research paper at Widener University during the weekend produced pretty strong evidence that neither the Iranian Revolution nor OPEC had much influence on the historic pricing problems of a few years ago.

OLIVER

While Farhad Simyar refused to say there was complicity among 26 oil companies, particularly a group of large ones he called "the seven sisters" to drive up the market price of oil, he showed that it was these seven companies and their governments who profited the most from the so-called oil shortage.

Discussing his paper, "The Role of the Iranian Revolution in the Oil Crisis of 1979," Simyar was part of a panel on oil and oil relations, given during the two-day, fifth annual conference of the Center for Iranian Research and Analysis, co-sponsored by Widener.

What Simyar's paper points out is that "neither Iran nor OPEC were directly responsible for the oil shortages in 1979." He also claimed that the Iranian revolution was an internal affair, which was "opposed by most of the Arab OPEC members, in particular Saudi Arabia and Iraq."

He also contended that Iranian production cutbacks designed to upset the Shah's regime were of only short duration and did not have that much effect on world oil production.

Another interesting fact that Simyar brought out was that for the 10 years before the oil crisis throughout the 1960s, or the first 10 years of OPEC's existence, the posted price of oil was constant at about $1.80 a barrel and the market price was lower, about $1.30 to $1.50 a barrel.

The strongest point Simyar makes is that the United States, the United Kingdom and the USSR were the chief beneficiaries, while the man in the street suffered with long lines at the gas pumps, as well as high gasoline and fuel oil prices.

Although, OPEC members seem to have gained most from the increased oil prices at that time, Simyar points out that they gained the least. His study shows that OPEC surplus monies reached $116 billion in 1980 but most of that went back to western countries, particularly the United States and the U.K., "both as a direct result of the massive development projects undertaken by OPEC countries as well as through other types of investment," Simyar said. He quotes statistics from a Business Week article in 1980, breaking down OPEC investments in both the U.S. and U.K.

Simyar also pointed out that when the Iranians cut back oil production in 1978, the cutback represented 27 million tons or less than one percent of world production. At the same time, he said new or expanded oil production from mexico, the North Sea and North Slope field went up 70 million tons. He showed that in 1979 when OPEC oil production didn't change, world oil production continued to increase.

Simyar's conclusion is that, while there was never any proof of this, the oil shortage at that time "was manufactured" by the oil companies to drive up the price of oil, so that it would be profitable for them to develop North Sea and Alaskian oil fields.

Because of cheap labor in the Middle East, Simyar explained that oil production in OPEC countries was considerably cheaper than in the British and American field and it was unprofitable to develop these fields until oil prices went higher.

He showed that production of oil by the U.S. went from 45,523 wells in 1978 to 80,500 wells in 1981, when prices were skyrocketing, based on U.S. data.

He also pointed out that total taxed paid by the 26 major oil companies to their governments went up from $68 billion in 1974 to $116 billion in 1980, while the companies themselves increased total capital expenditures from $22.9 billion to $55.6 billion during the same period.

Even in the Soviet Union, oil fields "that were hitherto uneconomical became commercial viable," Simyar pointed out. He also said the oil crises helped Russia tighten its economic and political grip on other Communist bloc countries.

Simyar referred to British Petroleum Co. Ltd., Exxon Corp., Gulf Oil Corp., Mobil Oil Corp., Royal Dutch/Shell Group of Companies, Standard Oil Co. of California and Texaco Inc. as the "seven sisters," who allegedly orchestrated market conditions in the late '70s and were among those who profited from them.

While he said no conspiracy was ever proven, he showed clearly that a lot of people outside of OPEC and outside of Iran benefitted more from the oil crises than Middle Eastern nations did.

DEPARTMENT, PROGRAM AND CENTRE ACTIVITIES

DEPARTMENT OF DECISION SCIENCES AND MANAGEMENT INFORMATION SYSTEMS

RESEARCH ACTIVITIES SECOND ANNUAL REPORT 1986—87

The following is the second annual report on research activities conducted by members of the Department of Decision Sciences and Management Information Systems. Once again, the purpose of the report is to present as full a picture as possible of the research activities of the members of this Department. Some of the activities presented are cited more than once (if co—authors are involved). Others may have been cited in previous Commerce Quarterlies, but now appear in fuller detail (e.g., volume and page numbers).

External grants received by Department members from NSERC, SSHRC and FCAR for the upcoming year (87—88) total $167,289, as compared to $130,175 (86—87), $70,853 (85—86), $41,899 (84—85) and $18,235 (83—84).

Papers Published or Accepted for Publication in Refereed Academic Journals

M. ANVARI, Associate Professor

"Efficient Scheduling of Cross—Border Cash Transfers," Financial Management, Summer 1986, pp. 40—49.

"Treasury Management Education in Canada," Canadian Treasury Management Review, July/August 1986, pp. 1—4.

"Cash Concentration and Demand for Money by Firms," International Journal of Management, December 1986.

"Cash Transfer Scheduling for Concentrating Noncentral Receipts," Management Science, Vol. 33, No. 1, January 1987, pp. 25—38.

A. FARHOOMAND, Assistant Professor

"Scientific Progress of Management Information Systems," Data Base, Vol. 18, No. 4, Summer 1987.

"An Examination of Factors Influencing the Growth of the MIS Department," Journal of Information Systems Management, forthcoming Fall 1987 (with M. Gatehouse).

S.K. GOYAL, Professor

"An Application of Stochastic Linear Program with Simple Recourse Model," Journal of the Operational Research Society of India, Vol. 23, No. 2, June 1986, pp. 107–112 (with M.I. Kusy and R. Soni).

"OR or Lack of It in India," Journal of the Operational Research Society, Vol. 37, No. 7, July 1986, pp. 719–720.

A comment on "Lot sizes for One–time–only Sales," Journal of the Operational Research Society, Vol. 37, No. 8, August 1986, pp. 817–820.

"A Constant Lot Size Model with Equal and Unequal Batch Shipments Between Production Stages," Engineering Costs and Production Economics, 10, 1986, pp. 203–210 (with A.Z. Szendrevits).

A note on "The Economic Replenishment Interval for an Item with a Linear Trend in Demand," Engineering Costs and Production Economics, 10, 1986, pp. 253–255 (with M. Kusy and R. Soni).

"Determination of Confidence Intervals for the Economic Tool Life," accepted for publication by Engineering Costs and Production Economics (with G. Rajamannar).

"Some Findings on Joint Replenishment of Items with Stochastic Demand and Backordering," to appear in Engineering Costs and Production Economics, (with Y. Gok and A. Satir).

M. KUSY, Associate Professor

"A Bank Asset and Liability Management Model," Operations Research, 34: 356–376, 1986 (with W.T. Ziemba).

"Economic Replenishment Interval for an Item Having Positive Linear Trend in Demand," Engineering Costs and Production Economics, 10: 253–256, 1986 (with S.K. Goyal and R. Soni).

"An Application of a Stochastic Linear Program with Simple Recourse Model to Purchasing Decisions," OPSEARCH, 23: 107–112, 1986, (with S.K. Goyal and R. Soni).

B. MACGIBBON–TAYLOR, Associate Professor

"Risk Factors of Squamous Cell Carcinoma of the Skin," to appear in Year Book of Dermatology in 1986 (with F. Aubrey).

"Une mesure d'information caractẽrisant la loi de Poisson," Sẽminaire de Probabilitẽ, XXI, 1987, pp. 563–573 (with I.M. Johnstone).

"On the Estimation of a Restricted Normal Mean," to appear in Statistics and Probability Letters, Vol. 5, No. 5 (with C. Gatsonis and W. Strawderman).

F. NEBEBE, Assistant Professor

"Bayes and Empirical Bayes Shrinkage Estimation of Regression Coefficients," The Canadian Journal of Statistics, Vol. 14, No. 4, December 1986, pp. 267–280 (with T.W.F. Stroud).

G. PEDERZOLI, Professor

"Computable Representations for the General Density of Random r–Contents of Beta Distributed Random Points in an n–Ball," Statistics, Vol. 17, No. 3, 1986, pp. 445–451.

"Exact Densities Associated with Uniformly Distributed Random Points in an n–Ball," South African Statistical Journal, Vol. 20, No. 1, 1986, pp. 19–28.

"A Representation in Beta Series for the Exact Density of Some Random Volume Contents," Communications in Statistics, Theory and Models, Vol. A15, No. 11, 1986, pp. 3299–3306.

"On the Validity of F–tests in Analysis of Variance Problems when the Errors are not Independent," Statistics, Anno XLVI, No. 4, 1986, pp. 1–9.

"A Shortest Path Routing Problem with Resource Allocation," Journal of Mathematical Analysis and Applications, Vol. 122, No. 1987 (with N.G.F. Sancho).

"Mixture Representation of the Random Volume Content of Beta Distributed Random Points in an n–Ball," Sankhya, Vol. 49, Series A, Pt. 1, 1987, pp. 1–7.

T. POLITOF, Associate Professor

"Network Reliability and Inner–Four–Cycle–Free Graphs," Math. of OR., 11(3), pp. 484–505, August 1986 (with A. Satyanarayana).

T. POLITOF, (continued)

"Efficient Algorithms for the Reliability Analysis of Planar Networks – A Survey," IEEE Trans. on Reliability, R–35(3), pp. 252–259, August 1986 (with A. Satyanarayana).

"On a Property of Cyclic Covers of p–Graphs," to appear in Networks.

G. RAJAMANNAR, Assistant Professor

"Determination of Confidence Intervals for the Economic Tool Life," accepted for publication by Engineering Costs and Production Economics (with S.K. Goyal).

A. SATIR, Associate Professor

"Alternative Bus Scheduling Policies for an Exclusive Bus Lane," Transportation Research–A, Vol. 20A, No. 6, 1986, pp. 437–446 (with G. Pogun).

"Medicinal Inventory Control in a University Health Center," to appear in the Journal of the Operational Research Society (with D. Cengiz).

"Some Findings on Joint Replenishment of Items with Stochastic Demand and Backordering," to appear in Engineering Costs and Production Economics, (with Y. Gok and S.K. Goyal).

T.J. TOMBERLIN, Associate Professor

"Predicting Accident Frequencies for Drivers Classified by Two Factors," to appear in the Journal of the American Statistical Association.

P. WADE, Associate Professor

"How a Powerful MIS/DSS Was Developed for a Remote Sawmill Operation," MIS Quarterly, forthcoming June 1987 (with J.B. O'Keefe).

Conference Presentations/Proceedings

M. ANVARI, Associate Professor

"Cash Disbursement at CN," Second Symposium on Cash Treasury & Working Capital Management, Montreal, June 1986 (with P. Hanley, C. Methot and C. Fox).

M. ANVARI, (continued)

"Currency/Commodity Cross Hedging," Second Symposium on Cash, Treasury & Working Capital Management, Montreal, June 1986 (with A. Rahman).

"On Joint Purchasing," presented at the Fourth International Symposium on Inventions, Budapest, Hungary, August 1986 (with S.K. Goyal).

J.–M. BOURJOLLY, Assistant Professor

"Calcul d'une bonne inférieure pour le minimum d'une fonction pseudo–Booléene quadratique," presented at the Montreal Optimization Days, H.E.C., Montreal, May 1986 and at the Université de Montréal, Département d'Informatique et de Recherche Opérationnelle, February 1987 (with Hammer, Pulleyblank and Simeone).

"Equations Booléennes quadratiques ayant une solution unique," G.E.R.A.D., H.E.C., February 1987.

"Graphes de König–Egerváry et graphes 2–bicritiques," presented at a workshop on optimization, Colloque des Mathématiciens du Québec, Université de Sherbrooke, October 1986 and at the First Montreal Conference on Combinatorics and Computer Science, Université de Montréal, April–May 1987 (with W.R. Pulleyblank).

M. BUYUKKURT, Assistant Professor

"Analysis of a Two–Echelon Repairable Item Inventory Mode," The Proceedings of the National Decision Science Institute Annual Conference, Hawaii, November 1986.

"Interactive Elicitation of Subjective Probability Distributions: Effects of Debiasing," The Proceedings of the National Decision Science Institute Annual Conference, Hawaii, November 1986 (with B.K. Buyukkurt).

"Comparison of Allocation Policies in a Two–Echelon Repairable Item Inventory Model," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987.

D. DOREEN, Associate Professor

"Modelling the Loan Officer's Decision Process for Evaluating Small Business Loan Applications," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987 (with T.J. Tomberlin).

A. FARHOOMAND, Assistant Professor

"Computer Security Management: An Empirical Study," ORSA/TIMS Joint National Meeting, Miami, October 1986.

"An Evaluation Model of Information Systems Strategy," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987.

S.K. GOYAL, Professor

"Economic Ordering Policy During Special Discount Periods," presented at the Second Cash Management Symposium, Concordia University, July 1986.

"Determining Optimum Packaging Frequency of Jointly Replenished Items," presented at the Fourth International Symposium on Inventories, Budapest, August 1986.

"Integrated Marketing Production and Inventory Decisions," presented at the Fourth International Symposium on Inventories, Budapest, August 1986 (with R. McTavish).

"On Joint Purchasing," presented at the Fourth International Symposium on Inventions, Budapest, Hungary, August 1986 (with M. Anvari).

"Determining Ordering Policy for Linear Trend in Demand," presented at the Fourth International Symposium on Inventions, Budapest, Hungary, August 1986 (with M. Kusy).

"Economic Production Quantity in Multi Stage Production Systems," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987.

D. KIRA, Associate Professor

"Stochastic Capital Rationing Model," presented at the TIMS/ORSA Joint National Meeting, Miami, October 1986 (with M. Kusy).

"Prototype SDSS for Enzyme Tests," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987.

"Capital Project Selection Under Uncertainty," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987 (with M. Kusy).

M. KUSY, Associate Professor

"Determining Ordering Policy for Linear Trend in Demand," presented at the Fourth International Symposium on Inventions, Budapest, Hungary, August 1986 (with S.K. Goyal).

"A Stochastic Capital Rationing Model," presented at the TIMS/ORSA Joint National Meeting, Miami, October 1986 (with D. Kira).

"Capital Project Selection Under Uncertainty," presented at the TIMS/ORSA Joint National Meeting, New Orleans, May 1987 (with D. Kira).

"On the Interface of MIS and Statistics," presented at the ASAC Conference, Toronto, June 1987 (with B. MacGibbon–Taylor).

B. MACGIBBON–TAYLOR, Associate Professor

"A Change–point Model for the Hazard Function for Censored Data," IMS Meeting, Dallas, March 1987 (with S. Groshen).

"Improved Estimators of a Location Rector with Unknown Scale Parameter," Proceedings of the 2nd International Tampere Conference in Statistics, June 1987 (with G. Bravo).

"Estimateurs amẽliorẽs des paramẽtres de la loi gaussienne inverse," Canadian Statistical Society Meeting, Quebec, June 1987 (with G. Bravo).

"On the Interface of MIS and Statistics," presented at the ASAC Conference, Toronto, June 1987 (with M. Kusy).

F. NEBEBE, Assistant Professor

"Bayesian Algorithms for Shrinkage Estimation in Linear Models," 3rd International Meeting of Bayesian Statistics, Valencia, Spain, June 1987.

G. PEDERZOLI, Professor

"Voronoi Diagrams and Their Uses – A Survey. Part I: Theory," Proceedings ASAC, Vol. 7, Part 2, Whistler, 1986, pp. 98–106 (with H.A. Eiselt).

"Voronoi Diagrams and Their Uses – A Survey. Part II: Applications," Proceedings ASAC, Vol. 7, Part 2, Whistler, 1986, pp. 107–115 (with H.A. Eiselt).

"Power Indices for Weighted Majority Games," Proceedings ASAC, Vol. 7, Part 2, Whistler, 1986, pp. 88–97 (with H.A. Eiselt).

G. PEDERZOLI, (continued)

"New External Pivoting Strategies," EURO VIII, Lisbon, September 1986 (with H.A. Eiselt and C.–L. Sandblom).

"Optimal Weights of Facilities on a Linear Market," ORSA/TIMS, Miami, October 1986 (with H.A. Eiselt and G. Laporte).

"Reward Allocations in Production Systems," Proceedings of the Optimization Days 1986 Conference (with I. Curiel and S.H. Tijs); Lecture Notes in Economics and Mathematical Systems, Springer–Verlag, Heidelberg, 1987 (with H. Eiselt).

"Allocation Methods in Cost Accounting," Proceedings ASAC, Vol. 7, Part 2, Toronto, 1987 (with K.F. Gheyara).

"Allocation of Cost Savings in Sequencing Situations," Journées de l'Optimisation, Montreal, May 1987 (with I.J. Curiel and S.H. Tijs).

T. POLITOF, Associate Professor

"Transformations Useful for Network Reliability Analysis," in Management Science, Proceedings 1986, Administrative Sciences Association of Canada, S.K. Goyal ed., pp. 79–87. (Selected for 2nd Award of Excellence (Honorable Mention) in its section.)

"A Delta–Y Reliability Reduction Involving Unreliable Terminals," presented at the TIMS/ORSA Meeting in Miami, October 1986.

"Y– Reducible Graphs," presented at the TIMS/ORSA Meeting, New Orleans, May 1987.

G. RAJAMANNAR, Assistant Professor

"Interacting Point Processes and Their Applications," presented at the NSF–CBMS Conference on Stochastic Processes, North Carolina University, June 1986.

"Computer Simulation of a Threshold Model," presented at the III CLAIO, Santiago, Chile, August 1986.

A. SATIR, Associate Professor

"Medicinal Inventory Control in a University Health Center," Annual Conference of the Administrative Sciences Association of Canada, Whistler, B.C., June 1986, Conference Proceedings, Vol. 7, Part 2, pp. 67–78 (with D. Cengiz).

Externally Generated Funds

M. ANVARI, Associate Professor

"Optimality Criteria and Risk in Inventory Models," NSERC Operating Grant, $8,000, second of three installments.

"Pareto Optimal Billing Policies," SSHRC Operating Grant, $12,114, first of three installments.

J.–M. BOURJOLLY, Assistant Professor

"Design and Implementation of Algorithms in O.R.," NSERC Research Grant, $12,000, first of three installments.

M. BUYUKKURT, Assistant Professor

"Analysis of a Multi–Echelon Repairable Item Inventory System," NSERC Operating Grant, $7,000, second of three installments.

D. DOREEN, Associate Professor

"Credit Scoring for Small Business Loan Decisions," SSHRC Operating Grant, $13,637, second of two installments (with T.J. Tomberlin).

S.K. GOYAL, Professor

"Multi–Stage Production Systems," NSERC Operating Grant, $4,992, third of three installments.

D. KIRA, Associate Professor

"Multiperiod Capital Budgeting Under Uncertainty," SSHRC Operating Grant, $15,241, first of two installments (with M. Kusy).

M. KUSY, Associate Professor

"Algorithms for Stochastic Linear Integer Programs with Application to Financial Planning," NSERC Grant, $11,000, first of three installments.

"Multiperiod Capital Budgeting Under Uncertainty," SSHRC Operating Grant, $15,241, first of two installments (with D. Kira).

B. MACGIBBON-TAYLOR, Associate Professor

"Thẽorie de la dẽcision et inẽgalitẽs," NSERC Grant, $9,450, third of five installments.

"Estimation multivariẽe optimale," FCAR Grant, $14,000, third of four installments.

F. NEBEBE, Assistant Professor

"Bayesian and Empirical Bayes Shrinkage Estimation," NSERC Operating Grant, $8,433, first of three installments.

G. PEDERZOLI, Professor

"Decision Analysis for Location Problems," NSERC Operating Grant, $8,832, third of three installments.

T. POLITOF, Associate Professor

"Efficient Algorithms for Network Reliability Computations," NSERC Operating Grant, $13,950, second of three installments.

A. SATIR, Associate Professor

"Design of Production Planning and Inventory Control Systems for Computer Integrated Manufacturing," NSERC Grant, $6,000, second of three installments.

D. SCOTT, Assistant Professor

"Vehicle Scheduling Methods Which Take Account of Operating Labor Constraints," NSERC Operating Grant, $14,000, second of three installments.

T.J. TOMBERLIN, Associate Professor

"Random Effects Models and Empirical Bayes Estimation for Frequency Data," NSERC Operating Grant, $8,640, third of three installments.

"Credit Scoring for Small Business Loan Decisions," SSHRC Operating Grant, $13,637, second of two installments (with D. Doreen).

Other

M. SHARMA, Lecturer

"Linear Programming Notes," 1987, 65 pp. (with M. Kusy).

D. SCOTT, Assistant Professor

Program Chairman of the annual Canadian Operations Research Society (CORS) meeting, to be held in Montreal in the Spring of 1988.

PROGRAM ACTIVITIES

INTERNATIONAL BUSINESS PROGRAM

Some of the recent activities of the IBUS Program are summarized as follows for the benefit of the readers. For additional information/IBUS brochure, please contact the telephone numbers listed at the end of this Summary.

Continuous Growth of the IBUS Program

Since the introduction of the IBUS Major in the 1985–86 academic year, the IBUS Majors have increased from 42 to 113 as of April 1987. Similar enrolment increase in the IBUS Minors has been registered from 14 to 54. Recent registration figures for the 1987–88 academic year indicate continuous popularity of the IBUS Major/Minor/courses. Also graduate IBUS courses have increased both in enrolment and number of courses offered since 1984.

Peter Glasheen Memorial Scholarship

A new scholarship in the IBUS Program has been established for the benefit of Commerce students. Peter Glasheen was involved with Concordia University particularly helping us in establishing our IBUS Program in 1976, and as one of the first judges of the Concordia MBA Case Competition. The scholarship endowment will total over $13,000 and should yield an annual scholarship for a student, or students, of well over $1,000. Family and friends of Peter Glasheen made contributions to the scholarship fund with $4,200 from IBM as part of a matching gift arrangement.

Free Trade Seminar

A seminar of fair and free trade between the United States and CAnada was held in Toronto on June 1, 1987, under the auspices of the International Business Division of the Administrative Sciences Association of Canada (ASAC). The Seminar was well attended and received by the academics from across Canada. The key feature of the Seminar was the presentation of both favourable and opposing views on the Free Trade issues.

The seminar was convened and chaired by Dr. K.C. Dhawan. Other invited guest speakers were: 1) Carl Beigie, Director and Chief Economist, Dominion Securities, Toronto; 2) Kevin C. Brennan, Consul and Trade Commissioner, U.S. Consulate General, Toronto; 3) Richard W. Wright, Professor, McGill and Willamette Universities; and Canadian labour was represented by 4) Dick Martin, Executive Vice President, Canadian Labour Congress, Ottawa.

Forthcoming IBUS Meetings

a) Academy of International Business Annual Meeting: November 12–15, Chicago, Illinois.

b) "Two awakening Giants: China and India," September 16–18, 1987. Allerton Conference Center, University of Illinois, Champaign, Ill.

c) Third Bi–Annual World Marketing Congress: Barcelona, Spain, August 23–26.

Ms. Cynthia Law, Secretary
IBUS Program
Tel: 848–2950

Dr. K.C. Dhawan, Director
IBUS Program
Tel: 848–2943

PH.D. AND RESEARCH PROGRAM

PH.D. PROGRAM

This year the Ph.D. Program has five new Ph.D. candidates for the Ph.D. in Administration Program:

Li, Yihua	Department of Decision Sciences and Management Information Systems
Ram, Eric	Department of Management
Xie, Jia–Lin	Department of Management
Yegna, Natarajan	Department of Finance
Zhang, Hao	Department of Finance

We would like to welcome all the above students and wish them success in their programs.

Ms. Lise Heroux, a Marketing Ph.D. candidate will be defending her Ph.D. dissertation on Friday, August 7, 1987. The title of her dissertation is "Buyer–Seller Interaction: A Script Theoretic Approach". We would like to congratulate Ms. Heroux who recently won the Best Doctoral Paper Award at the 1987 ASAC Conference in Toronto.

We are currently accepting applications for September 1988 admission to our program. Should you have any interested students in your M.B.A. classes, all program information is readily available through the Ph.D. and Research Office, GM 500–9, or local 2707.

RESEARCH

We are pleased to announce that the following faculty members have been awarded Shell Research grants of $8,333:

Associate Professor **M. Anvari**, Department of Finance and Associate Professor **J. Tomberlin**, Department of Decision Sciences and Management Information Systems.

Title of Project: "Management of Daily Cash Balances by Small Firms: Creative Use of Daily Interest Savings Accounts".

Assistant Professor **M. Carney**, Department of Management.

Title of Project: "Bottom–Up Franchising: An Empirical Investigation into the Abilities of Independent Small Businesses to Respond to the Increasing Market Power of Large Integrated Corporate Chains and Franchises".

RESEARCH (continued)

Associate Professor **U. de Brentani**, Department of Marketing.

Title of Project: "Developing and Marketing Successful New Services: An Empirical Study of Canada's Industrial Services".

In March the Research and Ph.D. Office was pleased to award the following seed grants in the amount of $1,000:

Assistant Professor **S. Deshpande**, Department of Finance.

Title of Project: "Common Stock Repurchases: Information Effect or Tax Effect?".

Professor **S.K. Goyal**, Department of Decision Sciences and Management Information Systems and Associate Professor **K.F. Gheyara**, Department of Accountancy.

Title of Project: "Service Department Cost Allocations: A Full Interactive Model".

Professors **V. Kirpalani** and **M. Laroche**, Department of Marketing.

Title of Project: "A Study to Investigate the Factors Influencing the Degree of Head Office Control on International Subsidiary's Advertising Strategies".

Associate Professor **Brenda MacGibbon–Taylor**, Department of Decision Sciences and Management Information Systems.

Title of Project: "A Decision Theoretic Approach to a Cost–Benefit Analysis of Genetic Screening Programme".

Assistant Professor **J.S. Nader**, Department of Finance.

Title of Project: "Benefit–Based Selection of Pension Portfolios: A Canadian Study".

The Research Office has available for the use and information of the Faculty a copy of THE CORPUS ADMINISTRATIVE INDEX. This index which is updated four times per year lists all names, addresses and telephone numbers of each department, ministry, agency, board, commission and Crown Corporation for both the Federal and Provincial governments of Canada.

VISITING SPEAKER SERIES

We would like to take this opportunity to thank Associate Professor Abolhassan Jalilvand, Department of Finance, for the past three years of achievement as the Coordinator for the Visiting Speaker Series. This past year's series was particularly successful with fourteen (14) speakers presenting to our Faculty members, Joint Ph.D. in Administration students and guests from all areas of industry.

We are also pleased to announce that Associate Professor Bruce Prince, Department of Management, has agreed to act as Coordinator, Visiting Speaker Series, for the 1987–88 academic year. We look forward to continuing this successful series with an interesting schedule of Visiting Speakers in the forthcoming year. Anyone wishing further information please contact Professor Prince at 848–2908.

Christopher A. Ross
Associate Dean
Graduate Studies and Research

WORKING PAPER SERIES

The Working Paper Series continues to be a useful and efficient outlet for early stage research activity among the faculty. Submissions have continued at a brisk rate and we are exceeding last year's output. We are planning to send the list of the previous year's papers to over five hundred (500) universities and business in Canada and the U.S. towards the end of the Summer and will keep track of all requests for copies. Following our previous procedure, we will provide all authors with a computerized printout of the names and affiliations of those people who have requested their papers.

It is suggested that all faculty who are currently writing material for submission as a Working Paper do so as soon as possible so that their paper title can be included in the list to be sent out. We are proud to say that the turnaround time remains very short and that in almost all cases ten (10) bound copies of the Working Paper are returned to the author within a week of submission.

ACADEMIC ACTIVITIES

The Academic Activities booklet summarizes all the activities of the faculty during the past academic year. It is an important publication which we use as a strong promotional tool to recruit both faculty and graduate students to Concordia. This year more than 1,000 copies of the booklet were mailed out to businesses and academic institutions in North America.

For the coming year we are trying to find a more efficient way in which to collect the necessary information for the booklet in order to save faculty both time and effort. More of the tedious transcribing work will be done through the Ph.D. and Research Office. We will be in touch with all faculty in the near future regarding this year's edition of the booklet.

Alan Hochstein
Coordinator
Working Paper Series/
Academic Activities

M.B.A. PROGRAM

END OF THE YEAR REPORT – 1986–1987

The year 1986–1987 represents a year of growth for the M.B.A. Program in enrollments and in the continued development of student orientated activities, services and academic planning.

The new admission figures are very positive with a 10% increase from last year, 6% of which is with the part–time population bringing the distribution to 54% part–time, 46% full–time. The trend towards broadening the background of our students intake is being maintained with 36% coming from an arts background, 16% from the sciences, 13% from engineering, 23% from commerce and 13% other. We have an increase of 15% francophone population from last year, representing 36% of our new admission. The other interesting figures are the 10% increase of out of town universities, now up to 26%, the decrease of the same amount from McGill reducing it to 23%, and a 3% increase on students with degrees from overseas, now 11%. These figures show a growing trend to greater outreach across Canada and a broad background of experience coming into the Program. Our male/female population intake has remained constant at a 2/3 – 1/3 ratio for the past two years. We registered a total of 556 in our Program in the Fall and Winter, 1986–87.

The MBA office continues to work with members of the Faculty and the Commerce Graduate Students' Association to develop student–oriented activities that aim to enrich the Program experience. The September and January Orientation Sessions for new students were well attended and have been evaluated by the students as extremely valuable to assist them in their integration into the Program.

The Business Research Information Session, now in its second year, was very well received by over 100 students attending. Like the Orientation Session, it has now become a tradition in the MBA Program and Patricia Pejham is to be commended for her initiative. A new initiative related to the Business Research Project was the competition for the best paper, coordinated by Linda Dyer. There was a real interest demonstrated and it is on its way to also becoming a tradition. The winner was John Redstone.

As part of our outreach, Information Sessions given by members of the Faculty, Administration and students and alumni continue to be well received by potential admissions.

These activities would not be possible without the support and involvement of many committed members of the Faculty and the student population. We would like to extend our thanks to them for their contributions. Special thanks to Irene Devine, Ron McTavish, V. Baba, Pierre Brunet, Alan Hochstein, Abdul Rahman, Frank Sbrocchi, Brenda MacGibbon–Taylor, Jerry Rosenblatt,

Peter Wade, Zideki Gidengil, Linda Dyer, Paul Leventhal, Kamal Argheyd, and the members of the Commerce Graduate Students' Association, Jason Ryu, Peter Barrette, Brenda Gossack, Janet Mainprize, Shari Wert.

This year the MBA office offers a new service to its students – a Placement Service. During its first year of operation, it received 13 companies on–campus and handled requests for 32 job referrals; 68 students were active users of the Center with over 300 applications sent to companies; there were 99 first interviews granted, 21 second and third interviews and 15 job offers made to our students. These statistics are still incomplete, as the year is still drawing to a close.

The first year has been a good learning experience and next year, the Career and Placement Center hopes to increase substantially the number of companies asking for Concordia graduates. The Service has been well received by students and companies. Special thanks go to the Guidance Services for their support in offering the Career Exploration and Creative Job Hunting Workshops, particularly Priscilla Kredl and Mary Scott, the workshop leaders, and Alex Sproule, Director of Guidance Services.

The MBA Chapter of the Concordia Alumni Association has also had a good year. It offered four workshops to its members with over 100 alumni participating. They have held social activities which were well attended. Next year's projects will include a newsletter, a directory, seminars and luncheons, as well as support in placement and fund raising. Very special thanks go to Peter Lloyd, President, and Alice Keung–Bosse, Vice–President, who have taken the Association from its inception to its present state of success. Other active members of the planning group are to be commended for their involvement: Gordon Croucher, Monica Schwabe, Mona Desjardins, Linda Legault, Gina Fiore, Nairn Scott–Frieman, David Lloyd, Bill Kaldis.

The MBA annual events have continued as a result of the tremendous commitment of our MBA students. The Case Competition, coordinated by Laure Abadi and Peter Barrette, drew 15 universities from across the country in a two day experience that will be memorable for all concerned – students, Faculty, members of the Business Community. The Profile book, whose production was coordinated by Shari Wert, was distributed to 750 companies; the Tutorial Services coordinated by Laure Abadi, Line Rivard and John Williams serviced first year MBA students in trouble. This successful year culminated in the MBA Final Banquet, coordinated by Janet Mainprize, which took place at the Sheraton Center and drew together Faculty, students and administration for an enjoyable evening.

The MBA Committee has been active in developing new strategies to address the issues of high standards in the Program and curriculum development. Following the recommendations made in the appraisal reports, the high standards of performance were closely monitored by the MBA Committee.

In addition, a proposal for a MBA Teaching and Administrative Structure is being proposed to the Faculty. This structure will facilitate the coordination of the core courses, and provide the necessary administrative support to the MBA Committee. For the first time a group of Faculty would be able to focus on the MBA Program, its curriculum, its administration, and its teaching.

Coordination of these three functions would be facilitated by having a single group of people responsible for all three. This commitment would foster a common spirit among those teaching in the Program and give non–departmental MBA students a home in a departmentally organized Faculty. Special thanks go to members of the Committee, Peter Pitsiladis, Abdul Rahman, Juan Segovia and Peter Pasold for their dedication to the Program.

The MBA office staff have been the back–bone of the administration, providing the essential support, for all the year's activities. These would not have been possible without their special commitment to the MBA Program. Our very special thanks go to Patricia Garneau–Pejham, Graduate Studies Assistant, Madeleine Davoudi, Placement Assistant, Lyne Renaud, Program Secretary, Elena Marsillo, past Admissions Officer, Ruby Midgley, newly appointed Admissions Officer, and our two part–time staff Marlene Lloyd and Olga Radzichowsky.

To conclude, it is to be noted that since the Appraisal Report in 1985, the MBA Program has taken large strides in bringing about changes. This year was another step in the achievement of those goals; next year we foresee major thrusts in solving some of the administrative and pedagogical problems related to the Business Research Project, which is regarded as a valuable part of our Program, and in the implementation of a new MBA teaching and administrative structure. This will only be possible with the commitment and interest of all concerned. If this year is a reflection of next year, it will be another good year for the MBA Program, maintaining its profile as the flagship of the Faculty.

T.J. Tomberlin
Academic Director

L.E. Winser
Administrative Director

April 1987

GRADUATE DIPLOMA IN ACCOUNTANCY PROGRAM

Third Annual Summer School in Chartered Accountancy

A major phase in Concordia's plan for excellence in the Graduate Diploma in Accountancy Program is our third annual Summer School to be offered on Loyola campus, August 3rd to 21st, 1987. This school represents the graduating course in the Diploma program's integrated set of nine courses which prepare students for careers in chartered accountancy. Accordingly, the school will present a highly structured capstone course of intensive study to prepare students for the 1987 Uniform Final Examination in Chartered Accountancy.

Since inception in 1985, the school has been served by a nationally recognized faculty. We are pleased that we have another outstanding faculty for 1987, including Dr. Howard Armitage (University of Waterloo), Dr. Thomas Beechy (York University), Dr. L.S. Rosen (York University) and Professor Henry Zimmer (University of Calgary). Although the school is designed primarily for Concordia's candidates, numerous U.F.E. candidates from other universities, including many from other provinces, will attend the school as independent students.

Professor Bob Long
Director, Graduate Diploma in Accountancy Program

STUDENT ACTIVITIES

CONCORDIA SMALL BUSINESS CONSULTING BUREAU

The Concordia Small Business Consulting Bureau (CSBCB) has begun its fourth year of service to Montreal small business. Operating from offices on the second floor of the GM Building, the five MBA students who operate the Bureau meet with small business and institutional clients, and negotiate agreements to provide business with marketing, financing, management, bookkeeping and entrepreneurial assistance.

This year's Bureau members combine skills acquired in the MBA program with a variety of experience and professional training:

Michael Arscott: B.A. Anthropology, Concordia, 1986; formerly employed as an educator and in other social service positions.

M.B.A. Specialization: Marketing, Systems Analysis.

Special Skills: Cross–cultural differences in marketing strategy, Office Automation.

Diane Bernier: B.Sc. Biochemistry, Montreal, 1984; formerly employed as an editor for a glossary in genetic engineering.

M.B.A. Specialization: Consumer Behaviour, Marketing Research.

Special Skills: Pharmaceutical industry.

Pascale Leduc: B. Eng. Mechanical Engineering, Concordia, 1983; worked on the evaluation and control of aircraft engines.

M.B.A. Specialization: Strategic Planning.

Special Skills: proficient in Basic and Fortran, various commercial software, Cyber, IBM, PDP 11.

Chuck Schell: Tradesman, Industrial Plastics Engineering
B.A. Applied Economics, Victoria, 1986; worked as a business analyst and as a senior sales representative.

M.B.A. Specialization: Industrial Marketing, Information Systems.

Special Skills: Statistical analysis, information systems, desktop publishing.

Ashoka Valia: B. Comm., honors, Carleton, 1985; taught classes in statistics, former management trainee.

M.B.A. Specialization: Finance, Management Accounting.

Special Skills: Government and non–profit organizations.

The CSBCB has actively promoted its services, and as a result has attained a higher profile for the Bureau, the MBA program and the University in the Montreal business community.

In May and June Bureau members participated in several business events, including a colloquium on entrepreneurship held at the University of Ottawa, (with the financial assistance of the Centre for Small Business and Entrepreneurial Studies) and the Montreal Board of Trade's Business Rendez–Vous (with the C.S.B. & E.S. and the Centre for Management Studies).

The Bureau has maintained a high media profile, with Radio interviews on CFCF Radio (May), Radio Canada (June, and again in July), and regular public announcements on CBC Radio. An effective media campaign in May resulted in wide coverage in weekly newspapers, and a feature article in The Montreal Gazette (June 30th).

Projects undertaken so far this year have included a major media research project involving telephone and personal interviews, systems analysis and office automation studies, business planning assistance for many small enterprises, assistance seeking government funding, employee compensation studies, and strategic planning for a medium sized high technology firm. Other large projects are being negotiated, and the Bureau looks forward to an active Summer and Fall.

Chuck Schell
Consultant,
CSBCB

AIESEC – CONCORDIA

AIESEC – CONCORDIA is continuing to work to bring further awareness to students of their corporate environment by bridging the gap between university studies and the business world. This is done through the various projects organized, which are mutually beneficial and rewarding to the students involved and the business community which they serve.

The Dream Auction which was held on March 12, was a great success. The funds generated by this event enabled our local to submit the winning bid for the International Congress which will be held in 1988.

A stock market seminar was organized for Concordia students on March 19, with representatives of Wood Gundy present. The overwhelming turnout resulted in acquiring the company's confidence. This materialized through the offerance of marketing research projects to be handled by the local. The local is currently expanding its interests to include such outside projects.

The Regional Congress was held at the beginning of May in Sherbrooke. All the locals of Quebec attended. This was an opportunity to get together, discuss problems, find possible solutions and develop strategies for the coming year.

The 8th annual Business Luncheon was held at Le Grand Hotel on May 13. The largest attendance ever by the business community is evidence of the growing awareness of the association and its good work.

Currently, we are working on one of the biggest projects for a single local. This is the Summer Traineeship Program (STP). For this, AIESEC is organizing seminars on the topic of Management Issues in the 1990's.

Another future project is Career Day, which is the first and biggest event of the school year. On this day, representatives of various companies are invited to supply information and answer questions from students.

As Summer approaches and trainees arrive from all over the world, this gives us the opportunity to socialize and further broaden our horizons. This is the purpose of the Summer Reception Program. Even greater opportunities and experiences will be held by the AIESEC – CONCORDIA members that are embarking on their traineeships to different parts of the world.

Further information about upcoming activities will be related as they become available. In closing, we would like to thank you again for your support and co–operation to the association. Should there be any questions, please do not hesitate to contact the local at 848–7435.

Barbara Pasierb
AIESEC – CONCORDIA

COMPUTER CORNER

by Peter Wade

As most of you know, our Data Processing Officer for many years, Franc Vodopivec, has left Concordia for an administrative position at Vanier College. We welcome Tony Chrumka who will take his place. Some of you will recognize Tony from last Summer when he worked in the micro lab. He has recently completed his courses for a degree in Computer Science from Concordia and is well qualified to offer support for PC's.

His first project is to improve our "publishing" facilities. We have acquired the Ventura Publishing package and have already succeeded in creating a book manuscript with it for Professor A. Ahmad from Finance. The next step is to experiment with graphics and curve–fitting packages so that charts and figures can be included with articles. Once software providing the required functions has been found, staff will be trained to use the system. Then information will be provided to faculty and administrative staff regarding the facilities available.

We recently learned of a company which experienced a power surge that "fried" the inside of an external hard disk <u>and</u> a PC. The PC was connected to a surge protector but was turned <u>off</u>. The hard disk was turned on and was plugged into a regular outlet without a protector. The surge apparently travelled from the hard disk to the PC! The lesson is – make sure that the PC and all peripherals such as hard disk and printer are plugged into a certified surge protector.

OF INTEREST

Professor J. David Blazouske
Posthumous Recipient of the L.S. Rosen Outstanding Accounting Educator Award

Since he passed away suddenly last November, Professor J. David Blazouske, former Chairman, Department of Accountancy, has been honoured with numerous tributes from academic and professional colleagues across North America. Several accountancy journals have presented personal testimonies of J. David Blazouske's significant contributions to accounting education over his outstanding thirty–one year career.

The Canadian Academic Accounting Association called upon its membership to suggest "how best to recognize all of J. David Blazouske's contributions". The membership responded with a consensus that their former president should receive the L.S. Rosen Outstanding Accounting Educator Award which gives "particular recognition to a Canadian educator who has demonstrated overall excellence in teaching and research in accountancy".

The CAAA awarded three separate plaques to three organizations to whom Professor Blazouske had devoted significant service, namely, the Manitoba Institute of Chartered Accountants, the Society of Management Accountants of Canada, and Concordia University. Previously, each of these three organizations had established memorial funds to honour J. David Blazouske.

Upon receiving an L.S. Rosen plaque for J. David Blazouske on behalf of Concordia University, Professor Bob Long pointed out that perhaps J. David Blazouske's most significant contribution was his "role model" influence on the academic careers of numerous Canadian colleagues. Professor Long expressed belated thanks to Professor J. David Blazouske for sharing his scholarship in a meaningful and productive career with so many students and colleagues across North America.

The Proceedings of the Symposium on Accounting Standard–Setting 1984, **Professor D. Acland**, Editor, have been published by the **Department of Accountancy**, April 1987.

Copies of this publication may be obtained by contacting the Department of Accountancy – 848–2759.

CORS '88 CONFERENCE

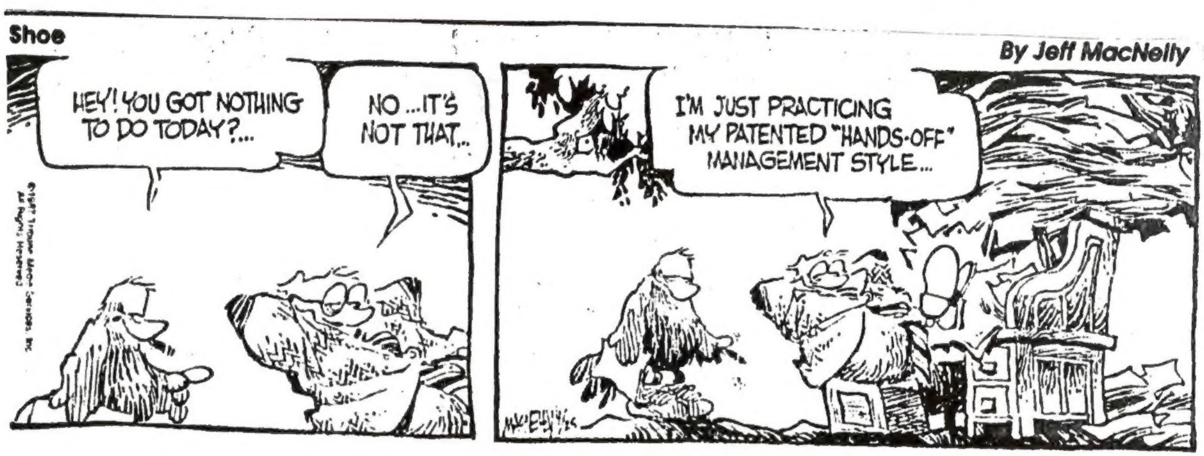
TO BE HELD IN MONTREAL MAY 24–26, 1988

by David Scott
Department of DS & MIS

The 1988 Annual Meeting of the Canadian Operational Research Society will be held May 24–26, 1988 at the Downtown Holiday Inn, Montreal. This three–day conference will feature a wide variety of plenary sessions, technical tutorials, and paper presentations given by Operations Research, Management Science, and Information Systems professionals from across Canada and the United States.

CORS is a multidisciplinary society with active members drawn from the academic world, industry, and the public sector. This year's conference will emphasize new directions in Operations Research and Management Science, such as the interface between traditional analytic techniques in OR/MS and the managers who need them, relevant new discoveries in Computer Science, and the burgeoning new field of Expert Systems. The keynote speaker will be Arthur Geoffrion of the Graduate School of Management at UCLA, who will speak on a new method for model representation called structured modelling. Professor Geoffrion's introductory article on Structured Modelling appeared in the May, 1987 issue of Management Science.

There is a need for persons who are willing to organize paper sessions for the CORS conference. This is a unique opportunity for faculty working in Management Science, MIS, Finance, Marketing, and other areas to present their own work and to get to know industry and government representatives from Quebec and from across Canada. An IBM PC compatible microcomputer with hard disk will be available for use during some of the presentations. If you are interested please contact David Scott in DS & MIS, local 2969.



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